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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2015 to 30 June 2016

Report of the Secretary-General

Summary

The present report contains the budget for the support account for peacekeeping operations for the period from 1 July 2015 to 30 June 2016, which amounts to $305,945,200, excluding requirements for enterprise resource planning and information and systems security, in the amounts of $31,306,700 and $821,500, respectively, and provides for a total of 1,376 posts (taking into account the proposed conversion of 45 general temporary assistance positions to posts and the creation of 8 new posts) and 87 general temporary assistance positions.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	201 799.4	211 023.1	220 015.0	8 991.9	4.3
II. Non-post resources					
General temporary assistance	20 953.1	21 569.7	15 742.6	(5 827.1)	(27.0)
Consultants	3 834.6	4 635.3	4 484.6	(150.7)	(3.3)
Official travel	9 360.5	10 402.5	10 759.1	356.6	3.4
Facilities and infrastructure	23 448.9	23 315.4	22 997.8	(317.6)	(1.4)
Communications	2 553.4	2 146.2	2 072.4	(73.8)	(3.4)

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Category	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Information technology	18 376.4	15 761.0	12 814.4	(2 946.6)	(18.7)
Other supplies, services and equipment	16 013.9	16 317.9	17 059.3	741.4	4.5
Subtotal, II	**94 540.8**	**94 148.0**	**85 930.2**	**(8 217.8)**	**(8.7)**
Total, I and II	**296 340.2**	**305 171.1**	**305 945.2**	**774.1**	**0.3**
Enterprise resource planning	18 668.8	20 054.7	31 306.7	11 252.0	56.1
Information and systems security	–	821.5	821.5	–	–
Gross requirements	**315 009.0**	**326 047.3**	**338 073.4**	**12 026.1**	**3.7**
Staff assessment income	24 721.0	25 254.5	26 180.2	925.7	3.7
Net requirements	**290 288.0**	**300 792.8**	**311 893.2**	**11 100.4**	**3.7**

Human resources

Category	2014/15			2015/16			Change		
	Post	Position	*Total*	Post	Position	*Total*	Post	Position	*Total*
Professional and higher									
D-2	9	–	**9**	8	–	**8**	(1)	–	**(1)**
D-1	27	2	**29**	29	1	**30**	2	(1)	**1**
P-5	120	10	**130**	124	5	**129**	4	(5)	**(1)**
P-4	418	34	**452**	435	22	**457**	17	(12)	**5**
P-3	301	51	**352**	311	41	**352**	10	(10)	**–**
P-2/P-1	28	4	**32**	30	2	**32**	2	(2)	**–**
Subtotal	**903**	**101**	**1 004**	**937**	**71**	**1 008**	**34**	**(30)**	**4**
General Service									
Principal level	30	2	**32**	33	1	**34**	3	(1)	**2**
Other level	342	21	**363**	351	11	**362**	9	(10)	**(1)**
National level	25	4	**29**	25	4	**29**	–	–	**–**
Field Service	27	–	**27**	27	–	**27**	–	–	**–**
Security Service	3	–	**3**	3	–	**3**	–	–	**–**
Subtotal	**427**	**27**	**454**	**439**	**16**	**455**	**12**	**(11)**	**1**
Total	**1 330**	**128**	**1 458**	**1 376**	**87**	**1 463**	**46**	**(41)**	**5**

The action to be taken by the General Assembly is set out in section IV of the present report.

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Abbreviations

AMISOM	African Union Mission in Somalia
ASEAN	Association of Southeast Asian Nations
ASG	Assistant Secretary-General
DFS	Department of Field Support
DPKO	Department of Peacekeeping Operations
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
FS	Field Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	information and communications technology
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MISCA	African-led International Support Mission in the Central African Republic
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGS	national General Service
NGO	non-governmental organization
OAS	Organization of American States
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services

SWIFT	Society for Worldwide Interbank Financial Telecommunication
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNHCR	Office of the United Nations High Commissioner for Refugees
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOPS	United Nations Office for Project Services
UNPOS	United Nations Political Office for Somalia
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOM	United Nations Assistance Mission in Somalia
UNTSO	United Nations Truce Supervision Organization
USG	Under-Secretary-General
WFP	World Food Programme

I. Introduction

A. Level of peacekeeping resources and the support account

1. As indicated in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/69/751), the recent decisions of the Security Council with regard to the establishment of MINUSMA in Mali and MINUSCA in the Central African Republic and new threats and rapidly changing realities on the ground have required adjustments to the mandate or activities of these and several other missions, including UNDOF and UNMISS.

2. As at January 2015, the DPKO and DFS are managing and supporting 16 peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the regular budget) and, in certain areas, provide support to UNSOA and AMISOM. It is projected that 12 of the 16 peacekeeping operations (MINUSCA, MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNIFIL, UNISFA, UNMIL, UNMISS, UNOCI and UNTSO) will continue to operate in dynamic environments or will undergo major reconfiguration during the budget period. DFS and DPKO will continue to implement initiatives to strengthen the strategic and operational planning, deployment, management and transition of United Nations peacekeeping operations; facilitate a shared understanding and a coherent approach among all stakeholders on future directions of peacekeeping operations; increase the alignment, efficiency and effectiveness of operations; and continue to strengthen and professionalize institutional capacity to analyse and meet strategic and operational challenges. To meet these objectives, DFS and DPKO will strengthen integrated strategic planning and political and operational guidance; improve reporting to and consultations with the Security Council, troop- and police-contributing countries and the General Assembly; strengthen partnerships with regional and subregional organizations and other peacekeeping partners; improve monitoring and measuring of progress towards mandate implementation; promote effective strategies for the transfer of functions to national and international counterparts; promote a regional approach to addressing conflicts and issues of cross-border impact to counter transnational threats; conduct periodic assessments to ensure alignment of mandates with required capacities, capabilities and resources, including the regular review of civilian, military, police and Government-seconded personnel levels and tasks; identify gaps that have an impact on mandate delivery and make recommendations incorporating lessons learned and best practices; continue to develop and implement practical policy, guidance, reform and training initiatives; implement the new troop and police reimbursement framework; leverage the use of modern technology and innovation; ensure a unified vision for a capability-driven approach to peacekeeping, while strengthening the capacity and modalities for and securing and rapidly deploying highly qualified, specialized, adequately-equipped and fully-trained civilian, police, military and Government-seconded personnel; strengthen the organizational resilience and preparedness of field missions; and, as part of the global focal point arrangement for police, justice and corrections, deliver advisory services and substantive support to mandate implementation in specialized areas, such as disarmament, demobilization and reintegration, security sector reform and ammunition and weapons management and disposal.

3. With regard to the Department of Management, the proposed support account resource requirements would support the implementation of the following initiatives:

(a) Continuing the pilot project of the Award Review Board to review procurement challenges filed by unsuccessful vendors and conducting prompt management evaluations of contested administrative decisions to determine whether they comply with the Organization's applicable regulations, rules and policies;

(b) Implementing Umoja Extension 1 functionality for international staff in November 2015 and for national staff and locally administered personnel in April 2016;

(c) Continuing to lead the change to IPSAS-compliant accounting and reporting for the Organization, as well as the transition to long-term sustainability of IPSAS compliance;

(d) Improving budget preparation tools to increase productivity and improve the format and presentation of the budget report;

(e) Continuously supporting the enhancement of the talent management system and its electronic support tool, Inspira, in the field;

(f) Continuously assisting the Secretary-General's initiative to enhance staff mobility;

(g) Coordinating and facilitating the implementation of mandatory performance management training for all managers and supervisors in field operations;

(h) Continuously providing consultations and guidance on various issues relating to human resources, including the conversion to continuing appointments, and human resources services with respect to termination of appointments, outside activities and child/family support issues;

(i) Centrally managing Umoja material, service, asset, vendor and other master data to ensure that comprehensive and accurate master data are made available to support business processes Secretariat-wide;

(j) Providing continuous service to meet procurement requirements for peacekeeping, especially in support of start-up or expanding missions, including conducting procurement for field operations through the Regional Procurement Office;

(k) Continuing the implementation of a new solicitation methodology in the acquisition of air assets and logistics services with a view to allowing greater operational flexibility, enhancement of international competition and ensuring better value for the Organization;

(l) Executing the procurement strategy to achieve the modularization component of the global field support strategy, thereby ensuring an appropriate balance between compliance with the Financial Regulations and Rules of the United Nations and operational flexibility and expedited delivery;

(m) Continuing the implementation of approved information technology systems (contingent-owned equipment application, electronic fuel management system, electronic rations management system, enterprise identity management system) in peacekeeping operations;

(n) Maintaining the technology systems developed and implemented;

(o) Strengthening information and systems security.

4. OIOS will expand the Peacekeeping Evaluation Section of the Inspection and Evaluation Division by internally reassigning two staff members at P-3 level from

the Internal Audit Division and the Investigations Division. The expansion will reinforce the capacity of the Inspection and Evaluation Division, resulting in better oversight of peacekeeping operations, and enable the Division to build project teams with continuing posts, rather than relying exclusively on consultants. The Investigations Division has given sustained attention to finalizing the investigation of cases that were pending for more than 12 months and will continue its efforts during the 2015/16 period to reduce the case backlog while introducing further efficiency measures, such as streamlining the reporting process and enhancing the use of technical aids such as audio recording and transcription, as well as videoconferencing whenever appropriate. The Internal Audit Division will improve the effectiveness and efficiency of auditing in complex cases by implementing the revised audit manual. The acquisition of a new audit management system will make the audit process more seamless and review of audit work more timely. The introduction of Umoja in peacekeeping missions will provide an enhanced tool for collecting and collating information, allowing for better use of statistical analysis techniques and, in the long term, the use of more sophisticated data analytics.

5. The Office of Staff Legal Assistance will continue to provide timely legal advice and representation to peacekeeping personnel, thus enabling workplace conflicts to be addressed at an early stage and resolved as quickly as possible.

6. The Office of the United Nations Ombudsman and Mediation Services will address and resolve employment-related disputes, as well as analyse and identify systemic issues arising in peacekeeping operations. In addition to carrying out its regular outreach and awareness-raising activities, the Office will continue to place emphasis on its capacity to respond to crisis situations through a critical response team, by using its pool of on-call ombudsmen and mediators.

7. The Ethics Office will continue its outreach activities to peacekeeping mission staff with a view to familiarizing staff with the services of the Office and encouraging them to consult on such issues as confidential ethics advice, training, protection against retaliation and the financial disclosure programme. To achieve those objectives, the Ethics Office plans to conduct field visits and hold financial disclosure workshops. The Office will also provide advice on the ethics and compliance programmes of selected vendors that have previously been sanctioned by the United Nations and conduct due diligence on the prospective ethical and reputational risks that could arise should the United Nations consider such companies as qualified vendors.

8. The Office of Legal Affairs will continue to provide legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including arrangements with Governments, procurement activities and contracting for logistics requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability measures, the interpretation and application of the Financial Regulations and Rules and the Staff Regulations and Rules of the United Nations for proper administration and the reforms thereof, the defence of the interests of the Secretary-General and the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities, by mitigating legal risk and limiting legal liabilities arising from such operations and activities.

9. The Department of Safety and Security will focus on the full implementation of the security risk management process in all peacekeeping missions, including an up-to-date security level system, security risk assessments, minimum operating

security standards and security plans, and will continue to support and strengthen the safety and security of United Nations personnel and premises in peacekeeping operations through the provision of training and technical guidance to field personnel. The Department will continue to prepare and distribute security policy guidance documents to peacekeeping operations for implementation in order to increase the efficiency and effectiveness of the Organization's security management system.

10. OHCHR will focus on building a dedicated capacity for an effective and coherent service to peacekeeping through the strengthening of the Peace Mission Support Section by continuing to work in close proximity with DPKO, DFS, Member States and other relevant peacekeeping partners. The proposed staffing would allow for consistent responsiveness in priority areas such as peacekeeping missions' ability to plan for human rights mandate implementation and rapidly deploy human rights teams, including in start-up phases, and the provision of quick and coherent advice on policy development and implementation and operationalizing implementation of human rights mandates and policies.

11. The number of military and police personnel in United Nations peacekeeping missions has decreased from 127,139 in 2014/15 to the 120,511 currently projected for 2015/16 on the basis of current mandates decided by the Security Council. The number of civilian staff approved for United Nations peacekeeping missions and UNSOA is 22,573 in 2014/15 and is expected to decrease to 21,519 in 2015/16 (see table below).

Overview of financial and human resources for peacekeeping operations, 2010-2016

	2010/11	*2011/12*	*2012/13*	*2013/14*	*2014/15*	*2015/16 (projected)*[a]
Budget levels (millions of United States dollars)						
UNLB	68.2	68.5	68.6	68.5	70.3	71.7
Support account[b]	306.8	297.6	293.7	308.8	305.2	305.9
Subtotal	**375.0**	**366.1**	**362.3**	**377.3**	**375.5**	**377.6**
Peacekeeping missions and UNSOA	7 391.6	7 422.0	6 937.5	7 429.3	8 065.8	8 162.7
Total[b]	**7 766.6**	**7 788.1**	**7 299.8**	**7 806.6**	**8 441.3**	**8 540.3**
Support account[b] and UNLB as a percentage of peacekeeping missions and UNSOA	5.1	4.9	5.2	5.1	4.7	4.6
Number of missions						
Peacekeeping missions and UNSOA[c]	16	16	14	15	15	15
Number of personnel						
Military and police personnel authorized by the Security Council	111 537	112 554	110 098	113 326	127 139	120 511
Civilian staff in missions	26 391	24 291	23 694	22 808	22 573	21 519
Support account posts	1 311	1 295	1 294	1 292	1 330	1 376

[a] Reflects preliminary estimates for the 2015/16 period pending the finalization of some budget proposals.
[b] Excluding provisions for enterprise resource planning and information and systems security.
[c] Excluding UNMOGIP and UNTSO, which are funded from the biennial programme budget.

12. The level of the total peacekeeping budget in 2015/16 is currently estimated at $8.6 billion (including the support account (including enterprise resource planning and information and systems security) and UNLB) for 15 active peacekeeping missions and UNSOA.

13. As peacekeeping activity, as well as the need for its backstopping, is expected to remain at a high level in 2015/16, the staffing resources are proposed to remain at a constant level for all departments in 2015/16, with the exception of a few specific areas (i.e., human rights and legal affairs) that need strengthening.

14. The financial resources required for the support account for 2015/16 are estimated at $305,945,200 million (excluding provisions for enterprise resource planning and information and systems security), representing an overall increase of 0.3 per cent compared with the 2014/15 approved appropriation. As a result, the proportion of the support account and UNLB requirements proposed for 2015/16 is 4.6 per cent of the projected total resources for peacekeeping missions and UNSOA. Further information on the resource requirements proposed for 2015/16 compared with those approved for 2014/15 is provided in section B below.

B. Analysis of resource requirements

15. The proposed requirements to be funded from the support account for peacekeeping operations for the 2015/16 period, excluding the provision for the enterprise resource planning and information and systems security projects, amount to $305,945,200, representing an increase of $774,100 (0.3 per cent) compared with the approved resources for 2014/15 of $305,171,100.

16. While the level of post resources proposed by all departments and offices is at a higher level than that approved for 2014/15, the level of general temporary assistance resources has declined. The net increase in post and temporary assistance resources reflects mainly the proposal for net additional resources in OHCHR, the Office of Legal Affairs and the Advisory Committee on Administrative and Budgetary Questions.

17. In order to address the increased demands on the planning and backstopping capacity of DPKO, DFS, the Department of Management and OIOS regarding MINUSCA, 20 general temporary assistance positions were approved by the General Assembly in its resolution 68/283 for the period from 1 July 2014 to 30 June 2015 (DPKO: 5 positions, DFS: 5 positions, Department of Management: 3 positions, OIOS: 7 positions). The anticipated workload gives rise to demand beyond the existing capacity of the departments. Accordingly, it is proposed to convert 12 general temporary assistance positions to posts, as set out below under the respective department or office.

18. Furthermore, in response to the view of the Advisory Committee on Administrative and Budgetary Questions that the criteria applied by the Secretary-General for proposing conversion of general temporary assistance positions to posts need to be more coherent, the Secretariat performed detailed analysis and review resulting in a proposal to convert 25 temporary assistance positions (excluding general temporary assistance positions linked to MINUSMA and MINUSCA), which have been continuously approved by the General Assembly for four years or more or have been identified as performing functions of a continuing nature, to posts.

19. The rate of common staff costs for staff funded from the support account has been estimated at 47.8 per cent of net salaries for 2015/16, based on actual expenditures incurred in 2013/14 and the first six months of 2014/15, representing a decrease of $2,586,000 in relation to the amount calculated on the basis of 49.3 per cent of net salaries for 2014/15.

20. As in previous financial periods, the proposal includes requirements related to the projected after-service health insurance costs of current peacekeeping staff for the 2015/16 period, in the amount of $11,088,000, which represents an increase of $777,200 over the 2014/15 financial period.

21. Furthermore, the cost linked to the development, implementation and maintenance of information technology field systems, i.e. customer relationship management solution for troop contributions management and its related mobile application, the systems for fuel and rations management, and the enterprise identity management in peacekeeping operations, which was funded under the support account in 2014/15, is now included in the 2015/16 proposed budget of each peacekeeping mission for a total amount of $3,426,600, as further detailed in the Secretary-General's report on the overview of the financing of the United Nations peacekeeping operations (A/69/751).

22. The main reasons for the variances under post and non-post resources at the class level are detailed below.

Post resources

23. With regard to post resources, the increase in requirements of $8,991,900 represents an increase of 4.3 per cent over the approved 2014/15 post resources. The increase is attributable primarily to the proposed conversion of 45 general temporary assistance positions, with the corresponding decrease reflected under the general temporary assistance resource class, and the proposed establishment of new posts for OHCHR and the Office of Legal Affairs; and the alignment of the vacancy rate for new posts with the vacancy rate for continuing posts as explained in paragraph 37 below.

Non-post resources

24. With regard to non-post resources, the net decrease in requirements of $8,217,800 represents a decrease of 8.7 per cent compared with the approved 2014/15 non-post resources and is attributable to factors described in the paragraphs below.

25. The decrease in requirements under the general temporary assistance resource class ($5,827,100 or 27.0 per cent) is attributable primarily to the proposed conversion of 45 general temporary assistance positions to posts. The proposal for general temporary assistance positions for 2015/16 results in a net decrease of 41 positions.

26. The decrease in requirements under the consultants resource class ($150,700 or 3.3 per cent) is attributable primarily to the fact that the consultants workload required in 2015/16 for support of the second year of IPSAS compliance is expected to be lower than that estimated for 2014/15. That decrease was partly offset by additional requirements for enhancement of Inspira in OHRM and the higher cost for the review of staff files in connection with the financial disclosure programme as a result of an estimated higher per statement per person cost and increased number of financial disclosure filings.

27. The increase in requirements under the official travel resource class ($356,600, or 3.4 per cent) is attributable primarily to: (a) increased travel for training, while the overall training cost is at maintenance level (Policy, Evaluation and Training Division of DPKO); (b) additional trips to the newly established MINUSCA, for which no provision was made for 2014/15 (Department of Safety and Security); and (c) additional trips to the newly established MINUSCA, for which a six-month travel provision was made for 2014/15 (OIOS).

28. The decrease in requirements under the facilities and infrastructure resource class ($317,600, or 1.4 per cent) is attributable primarily to the transfer of rental cost associated with OICT contractors working on field systems being financed by peacekeeping mission budgets in 2015/16.

29. The decrease in requirements under the communications resource class ($73,800, or 3.4 per cent) is attributable primarily to the continued efforts made by the Department of Management to curtail mobile communications spending.

30. The decrease in requirements under the information technology resource class ($2,946,600, or 18.7 per cent) is attributable primarily to the transfer from the support account budget to peacekeeping mission budgets of OICT costs for field systems that are being installed or have been installed.

31. The increase in requirements under the other supplies, services and equipment resource class ($741,400 or 4.5 per cent) is attributable primarily to increased after-service health insurance costs for retired peacekeeping staff.

32. On the basis of the estimates presented in the sixth progress report of the Secretary-General on the enterprise resource planning project (A/69/385), it is proposed that resource requirements related to enterprise resource planning in the amount of $31,306,700 be funded from the support account for the period from 1 July 2015 to 30 June 2016. The General Assembly will make its decision during the first resumed sixty-ninth session.

33. Pursuant to General Assembly resolution 68/247 and on the basis of the estimates presented in the report of the Secretary-General on strengthening information and systems security (A/68/552) and on the basis of the cost-sharing allocation applied to Umoja (regular budget: 15 per cent; peacekeeping: 62 per cent; extrabudgetary: 23 per cent) and additional expenditures required under contractual services up to $1,325,000 and under furniture and equipment up to $1,325,000, totalling $2,650,000, recommended by the Advisory Committee in its report (A/68/7/Add.11, paras. 23 and 24), it is proposed that resource requirements related to strengthening information and systems security in the amount of $821,500 be funded from the support account for the period from 1 July 2015 to 30 June 2016.

34. Pursuant to General Assembly resolutions 69/203 and 68/254, resource requirements related to the support account share of post and non-post costs for the administration of justice, in the amount of $3,274,100, have been included in the support account proposal for the 2015/16 period.

C. Analysis of consultancy requirements

35. Pursuant to the request made by the General Assembly in paragraph 16 of its resolution 60/268, the table below reflects the approved resources for consultants

from 2009/10 to 2014/15 and the proposed resources for 2015/16. All requirements for consultants have been carefully analysed and reviewed case by case, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the results-based-budgeting framework; and (d) whether the cases require technical expertise not available within the United Nations system.

36. The proposed support account consultancy provision for 2015/16 reflects requirements for specialized expertise that cannot be accommodated in-house. Details are provided in the resource proposal of the respective departments or offices and are summarized in the table below.

(Thousands of United States dollars)

Department/office	*Initiative*	*Financial resources*	*Status*
DPKO/Policy, Evaluation and Training Division	Specialized training programmes and conferences	343.0	Continuing
	Thematic and mission evaluations	140.7	Continuing
DFS/Field Personnel Division	Translation of generic job profiles and job descriptions	5.0	Continuing
	Improvement of recruitment technical assessments	20.0	Continuing
	Post classification exercise	70.0	New
Department of Management/Office of the Under-Secretary-General	Award Review Board	77.0	Continuing
Department of Management/Office of Programme Planning, Budget and Accounts	IPSAS	2 391.0	Continuing
Department of Management/OHRM	Occupational resilience-building/ peacekeeping mission readiness	6.5	Continuing
	Inspira enhancement	150.0	New
Department of Management/Office of Central Support Services	Archiving and digitization; consolidation on field mission electronic records; various training consultants	235.0	Continuing
OIOS	Multidimensional mission and thematic evaluations and inspections; specialized audits; specialized investigative and audit training	369.5	Continuing
Office of the United Nations Ombudsman and Mediation Services	Specialized on-call ombudsperson and mediation services	70.0	Continuing
Ethics Office	Financial disclosure programme	476.0	Continuing
	Online e-learning programme	50.0	Continuing
	Specialized e-learning module	15.0	Continuing
Office of Legal Affairs	Specialized legal counsel	55.3	Continuing
Department of Public Information	Specialized communications training	10.6	Continuing
Total		**4 484.6**	

Budgetary provision under consultants

(Millions of United States dollars)

	2010/11 approved	*2011/12 approved*	*2012/13 approved*	*2013/14 approved*	*2014/15 approved*	*2015/16 proposed*	*Six-year average*
Consultancies	3.5	6.3	5.8	6.3	4.6	4.5	5.2
Variance (percentage)	(42.6)	80.0	(7.9)	8.6	(27.0)	(2.2)	14.8
Support account total[a]	306.8	297.6	293.7	308.8	305.2	305.9	303.0
Variance (percentage)	4.4	(3.0)	(1.3)	5.1	(1.2)	0.2	(0.9)
Consultancies as a percentage of the support account	1.1	2.1	2.0	2.0	1.5	1.5	1.7

[a] Excluding provisions for enterprise resource planning, and information and systems security.

D. Budget parameters

Post requirements

37. Standard salary costs established for New York by the Office of Programme Planning, Budget and Accounts have been applied to all posts at Headquarters, and the standard salary costs for Addis Ababa, Vienna and Nairobi have been applied to posts at UNOAU and the regional investigation hubs of OIOS at those duty stations. The computation of requirements for continuing and new posts reflects the application of budgeted vacancy rates, presented in the table below. In order to continue to align the budgetary process of the support account with the regular budget, the vacancy rate applied for computation of requirements for new posts has been aligned to the computation of requirements for continuing posts, thus changing from 50 per cent for the Professional and higher categories and 35 per cent for the General Service and related categories to 12 per cent and 6 per cent, respectively, representing an increase of $640,600. As recommended by the Advisory Committee on Administrative and Budgetary Questions, the most up-to-date vacancy rates will be provided to the General Assembly at the time of its consideration of the support account budget to enable the Assembly to make an informed decision. With regard to the continuing posts of Resident Auditor and Investigator of OIOS located in peacekeeping missions, the relevant mission-specific standard salary costs determined by the Peacekeeping Financing Division for peacekeeping operations by category and grade level have been applied.

38. The updated common staff costs for staff funded from the support account have been estimated at 47.8 per cent of net salaries, as opposed to 49.3 per cent of net salaries for 2014/15, as described in paragraph 19 above.

(Percentage)

Category	*Approved 2014/15 vacancy rates*	*Proposed 2015/16 vacancy rates*
Continuing posts		
Professional and higher	12.0	12.0
General Service and related	6.0	6.0
New posts		
Professional and higher	50.0	12.0
General Service and related	35.0	6.0

Non-post requirements

39. Budgeted vacancy rates presented in the table below have been applied to the computation of requirements for continuing and new general temporary assistance positions of 12 months' duration for positions in the Professional and higher categories and in the General Service and related categories. As indicated above for continuing posts, these rates are the same as those recommended for 2014/15 by the Advisory Committee on Administrative and Budgetary Questions and endorsed by the General Assembly. In order to continue to align the budgetary process of the support account with the regular budget, the vacancy rate applied for computation of requirements for new general temporary assistance positions has been aligned with the computation of requirements for continuing general temporary assistance positions, thus changing from 50 per cent for the Professional and higher categories and 35 per cent for the General Service and related categories to 9 per cent and 5 per cent, respectively, representing an increase of $463,900.

(Percentage)

Category	*Approved 2014/15 vacancy rates*	*Proposed 2015/16 vacancy rates*
Continuing general temporary assistance positions		
Professional and higher	9.0	9.0
General Service and related	5.0	5.0
New general temporary assistance positions		
Professional and higher	50.0	9.0
General Service and related	35.0	5.0

40. Pursuant to the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682) and the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/66/779), the Secretariat has reviewed the standard costs and has applied estimated rates in the formulation of such requirements as the rental of premises, alterations and improvements, furniture, office supplies, communications equipment and services and information technology equipment and services. Standard rates are derived from past expenditure patterns and current market rates.

41. Requirements for office supplies, the rental of office equipment, communications, information technology and other supplies, services and equipment computed at standard rates for DPKO, DFS and the Department of Management are centrally administered by their respective executive offices and are presented as such. Requirements under facilities and infrastructure for the rental of premises, alterations and improvements and furniture computed at standard rates are centrally administered by the Facilities Management Service of the Office of Central Support Services in the Department of Management and are presented as such.

II. Proposed staffing

		Proposed changes 2015/16			
Department/office	Approved 2014/15	Abolishment	Conversion from general temporary assistance positions	New posts	Proposed 2015/16
Posts					
Department of Peacekeeping Operations	446	(7)	6	3	448
United Nations Office to the African Union	54	–	–	–	54
Department of Field Support	400	–	7	–	407
Department of Management	255	–	16	–	271
Office of Internal Oversight Services	117	–	13	–	130
Executive Office of the Secretary-General	5	–	–	–	5
Office of the United Nations Ombudsman and Mediation Services	9	–	–	–	9
Ethics Office	3	–	–	–	3
Office of Legal Affairs	16	–	2	1	19
Department of Public Information	4	–	–	–	4
Department of Safety and Security	18	–	–	–	18
Office of the United Nations High Commissioner for Human Rights	3	–	1	4	8
Subtotal	**1 330**	**(7)**	**45**	**8**	**1 376**
Department/office	Approved 2014/15	Discontinuation	Conversion to posts	New	Proposed 2015/16
General temporary assistance positions					
Department of Peacekeeping Operations	9	–	(6)	1	6[a]
Department of Field Support	29	(2)	(7)	1	21
Department of Management	39	(1)	(16)	1	23
Office of Internal Oversight Services	46	–	(13)	–	33
Office of Staff Legal Assistance	1	–		–	1
Office of Legal Affairs	2	–	(2)	–	–
Secretariat of the Advisory Committee on Administrative and Budgetary Questions	1	–	–	1	2
Office of the United Nations High Commissioner for Human Rights	1	–	(1)	1	1
Subtotal	**128**	**(3)**	**(45)**	**5**	**87[a]**
Total	**1 458**	**(10)**	**–**	**13**	**1 463[a]**

[a] Includes 1 P-4 and 1 GS (OL) approved from 1 January 2015 to 30 June 2015 by the General Assembly in its resolution 69/257 on the financing of MINUSCA.

III. Results-based-budgeting frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

(a) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	5	(1)	–	–	4	(1)
D-1	12	1	–	1	14	2
P-5	44	(2)	1	1	44	–
P-4	187	(3)	5	1	190	3
P-3	92	(1)	–	–	91	(1)
P-2/P-1	10	–	–	–	10	–
Subtotal	**350**	**(6)**	**6**	**3**	**353**	**3**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	94	(1)	–	–	93	(1)
Subtotal	**96**	**(1)**	**–**	**–**	**95**	**(1)**
Total, posts	**446**	**(7)**	**6**	**3**	**448**	**2**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	(1)	–	–	(1)
P-4	7	–	(5)	1	4[a]	(3)
P-3/P-2	–	–	–	–	–	
Subtotal	**8**	**1**	**(6)**	**1**	**4[a]**	**(4)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	2[a]	1
Subtotal	**1**	**–**	**–**	**–**	**1[a]**	**1**
Total, general temporary assistance positions	**9**	**–**	**(6)**	**1**	**6[a]**	**(3)**
Grand total	**455**	**(7)**	**–**	**4**	**454[a]**	**(1)**

[a] Includes 1 P-4 and 1 GS (OL) approved from 1 January 2015 to 30 June 2015 by the General Assembly in its resolution 69/257 on the financing of MINUSCA.

(b) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14) (1)	Apportionment (2014/15)[a] (2)	Cost estimates (2015/16) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	74 315.6	75 598.9	76 427.8	828.9	1.1
II. Non-post resources					
General temporary assistance	3 094.9	1 895.7	1 500.1	(395.6)	(20.9)
Consultants	421.0	484.0	483.7	(0.3)	(0.1)
Official travel	4 023.9	4 633.9	4 764.6	130.7	2.8
Facilities and infrastructure	438.3	662.3	656.5	(5.8)	(0.9)
Communications	2 017.3	842.4	842.4	–	–
Information technology	8 591.7	1 900.6	1 885.9	(14.7)	(0.8)
Other supplies, services and equipment	937.8	1 143.0	1 036.5	(106.5)	(9.3)
Subtotal, II	**19 524.9**	**11 561.9**	**11 169.7**	**(392.2)**	**(3.4)**
Total	**93 840.5**	**87 160.8**	**87 597.5**	**436.7**	**0.5**

[a] Includes costs centrally administered by the Executive Office of DPKO and DFS.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

42. The Office of the Under-Secretary-General comprises the front office, the Office of the Director, Peacekeeping Strategic Partnership; and the Office of the Chief of Staff, which includes the Executive Office, the Public Affairs Section and the Situation Centre.

43. The Office of the Under-Secretary-General will undertake a broad range of activities to ensure a coordinated or integrated approach to planning, directing, managing and supporting peacekeeping operations. Priority areas of activity include: supporting the Under-Secretary-General in the performance of his political, programmatic, managerial and administrative functions; providing a political and policy perspective on decisions emanating from the Department and from the Secretary-General; and developing the Department's programme of work while ensuring alignment with the strategic goals and priorities of peacekeeping operations. Through the Office of the Chief of Staff, the Office of the Under-Secretary-General is responsible for managing media relations, external relations and internal communications, supporting public information activities in field operations; leading cross-cutting management reform and information management initiatives; providing situational awareness on developments impacting peacekeeping operations to support decision-making; delivering policy advice on safety, security and organizational resilience issues related to peacekeeping operations; and facilitating the crisis response of DPKO and DFS. The Office of the Director, Peacekeeping Strategic Partnership, which reports to both the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support, will assist in identifying gaps impacting the delivery of mandates

by peacekeeping operations, recommendations on systemic issues and through strengthening partnership.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels (2013/14: 6; 2014/15: 6; 2015/16: 6)

Outputs

- 80 outreach activities, such as conferences, exhibits and public briefings on peacekeeping, and 1,000 peacekeeping-themed stories, digital campaigns and multimedia products for publishing on United Nations media outlets
- 290 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping
- 35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping
- 4 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures, including 1 briefing on safety, security and organizational resilience and 1 briefing on efforts to further support the efficiency and effectiveness of field uniformed personnel
- 40 briefings to troop- and police-contributing countries on operational developments in peacekeeping operations
- Quarterly press briefings on major peacekeeping issues and 150 media interviews, including on mission-specific topics, conduct and discipline and military, police and security issues

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 100 per cent compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 1 online training module on the use and administration of the peacekeeping operations intranet to facilitate access to internal information in new peacekeeping operations
- Updated guidance on the structure and programmes of public information offices for new peacekeeping operations or those undergoing significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All field operations 100 per cent compliant with records and information management standards (2013/14: not applicable; 2014/15: 12; 2015/16: 15)

	3.2 Development of a general and/or issue-specific communications strategy by 4 multidimensional peacekeeping operations (2013/14: 4; 2014/15: 4; 2015/16: 4)
	3.3 Acceptance by field missions of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards (2013/14: 80 per cent; 2014/15: 80 per cent; 2015/16: 80 per cent)

Outputs

- Dissemination of digital records management framework to peacekeeping missions and updated guidance on digital communications and use of social media
- 15 evaluations on the implementation of security policies in peacekeeping missions
- Evaluations of field occupational safety risk management and implementation of organizational resilience management in all peacekeeping missions
- 1 field safety training course and 1 organizational resilience training course for peacekeeping staff
- Development of 1 online training module on information sensitivity in peacekeeping operations
- 1 workshop for chiefs of joint mission analysis centre to align the management of individual mission joint mission analysis centres with the strategic goals of peacekeeping and strengthen inter-mission cooperation in crisis response and 2 training courses on operations and information analysis for staff of joint operations centres and joint mission analysis centres
- 5 visits to peacekeeping operations to provide technical support to joint operations centres and joint mission analysis centres
- 3 technical assessments of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges
- 4 reports on systemic issues relating to peacekeeping operations and on strengthening the peacekeeping partnership
- 10 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management network

External factors

Member States will provide the political support and capacity necessary for the implementation of mission mandates; peacekeeping partners and other entities will provide the necessary support

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	2	–	–	–	2	–
D-1	2	1	–	–	3	1
P-5	7	(1)	–	–	6	(1)
P-4	12	–	–	1	13	1
P-3	21	–	–	–	21	–
P-2/P-1	4	–	–	–	4	–
Subtotal	**48**	**–**	**–**	**1**	**49**	**1**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	24	–	–	–	24	–
Subtotal	**26**	**–**	**–**	**–**	**26**	**–**
Total, posts	**74**	**–**	**–**	**1**	**75**	**1**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	1	2	1
P-3/P-2	–	–	–	–	–	–
Subtotal	**1**	**–**	**–**	**1**	**2**	**1**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total, general temporary assistance positions	**2**	**–**	**–**	**1**	**3**	**1**
Grand total	**76**	**–**	**–**	**2**	**78**	**2**

(c) Justification of posts

(i) Front office of the Under-Secretary-General

Establishment of one new post (1 P-4 Political Affairs Officer)

44. The approved staffing establishment of the front office in the Office of the Under-Secretary-General comprises 4 posts (1 P-4, 1 P-3 and 2 GS (OL)) funded from the support account.

45. The front office supports the Under-Secretary-General in directing, managing and guiding peacekeeping operations. It provides organizational support and operational and policy advice across the full range of peacekeeping matters and ensures that his/her goals and priorities are reflected in the work of the Department. The Office constitutes the primary interface between the Under-Secretary-General and the Department's component offices as well as other Secretariat departments. It serves as a key interlocutor for the broader United Nations system and Member States on strategic and operational peacekeeping matters. In addition, the Office is responsible for providing political and policy perspectives on decisions emanating from DPKO and the Executive Office of the Secretary-General; drafting speeches, statements and articles on behalf of the Under-Secretary-General; ensuring quality assurance for the Department's products and services; and providing substantive and policy support to the Special Committee on Peacekeeping Operations.

46. In recent years, United Nations peacekeeping has become more complex: the number of uniformed and civilian personnel deployed is at its highest level. In this context, the engagement of the Under-Secretary-General in leading these complex operations and managing relationships across the peacekeeping partnership has intensified, leading to a sharp increase in the workload of the front office. Existing resources are insufficient to meet the growing requirements, affecting the timeliness and quality of the support provided to the Under-Secretary-General. Thus, it is proposed to establish one post of Political Affairs Officer (P-4) focused on organizational matters in direct support of the Under-Secretary-General. The incumbent would prepare the meetings of the Under-Secretary-General; plan the travel and organize the visits of the Under-Secretary-General; request, consolidate and review background materials; and manage all correspondence and invitations received. The incumbent would significantly increase the capacity of the front office to respond to growing demands, in particular to strengthen engagement on both strategic and operational matters related to policy issues, specific missions and thematic issues, and enhance coordination and liaison with Member States on behalf of the Under-Secretary-General.

(ii) Public Affairs Section

Renaming the Public Affairs Section as Public Affairs Service

Reclassification of one post (1 P-5 Chief of Public Affairs to D-1 Chief of Public Affairs)

47. The approved staffing for the Public Affairs Section comprises six posts (1 P-5, 1 P-4, 1 P-3 and 2 GS (OL)) funded from the support account. The core responsibilities of the Section include provision of strategic communications advice to leadership; generation of communications policy guidance; maintenance of inter-and intradepartmental communications and relations; provision of direct

support to public information units in the field; public diplomacy and external relations; establishment and maintenance of all digital communications channels and platforms; media relations and spokesmanship; oversight of public information staffing and recruitment activities for the field; and crisis communications.

48. The current configuration of the Public Affairs Section places emphasis on fulfilling day-to-day requirements and not long-term, strategic priorities. However, a strategic communications approach is an increasingly critical component of building support, deterring spoilers and providing real-time information designed to promote situational awareness and staff security in the dynamic political and security environment in which peacekeeping missions now operate. Shifting from the traditional reactive public information capacity to a robust strategic communications capability is an essential part of any comprehensive and successful strategy.

49. Over the past decade, the Section's workload has increased and its core responsibilities have expanded. Pieces published about peacekeeping nave increased by 99.3 per cent, peacekeeping stories on iSeek have increased by 82.3 per cent, press briefings by the Under-Secretaries-General have increased by 28.6 per cent and media interviews and background briefings have increased by 27.7 per cent. Media requests for "on the record" comment have tripled since 2010 and the number of background briefings given by senior peacekeeping leaders has doubled since 2011. The Section is more frequently required to support the field by drafting issue-specific communication strategies. Coordination and direction of these complex and expanded tasks now requires senior operational management to ensure harmonization of messages across communications platforms, timely communications and synergy with internal and external partners.

50. In this context, it is proposed to reconfigure the existing capacity of the Public Affairs Section in the form of a Public Affairs Service and reclassify the post of Chief of Public Affairs, currently at the P-5 level, to Chief of Public Affairs at the D-1 level. These two proposals would ensure that the proposed service effectively communicates, builds support for peacekeeping at the local, regional and international levels and stays apace with the increasingly complex communications environment.

51. The strengthening of the proposed Service would enhance its ability to play a strategic-level role by focusing on five areas: media, digital communications, internal communications, external relations and support to field public information components. This reconfiguring would allow the proposed Service to reflect a fit-for-purpose-approach and ensure effective communication by establishing communications priorities and key messages; representing DPKO and DFS in all high-level intra- and interdepartmental communications bodies; supervising all activities related to the support of public information units in the field; overseeing the formulation of the technical policies and procedures for field information operations; supervising the development and coordination of the statements and press releases of DPKO and DFS; and assuming overall responsibility for the public information side of crisis communications.

(d) Justification of general temporary assistance positions

Office of the Chief of Staff

Front office

Organizational Resilience Officer (P-4, continuation)

Team Assistant (GS (OL), continuation)

52. Organizational resilience management is the framework for standardization, integration, training, implementation and continuous improvement with regard to field mission emergency preparedness, response and recovery plans in the areas of crisis management, business continuity, information technology disaster recovery, medical emergency preparedness, security and staff/victim support. The organizational resilience management approach is a means to eliminate or reduce unnecessary/undesirable emergency planning and resource redundancy and improve field operations' before and response and recovery after a critical incident.

53. While the Department of Management and the Department of Safety and Security establish the overall structure for crisis response and business continuity, they do not have the capacity to develop departmental or mission-level plans. In addition to developing such plans for themselves at Headquarters, DPKO and DFS are responsible for engaging with field operations in order to oversee the development and integration of field operation and departmental organizational resilience plans and ensure compliance and integration with broader Secretariat policies and systems.

54. All current and future field operations are required to implement organizational resilience management. To assist those operations, the Organizational Resilience Officer (P-4), in close collaboration with relevant staff and sections of both DPKO and DFS, reviews emergency plans, identifies required areas of integration and redundancy, oversees and assesses field operation exercises and identifies lessons learned for further dissemination. To continuously assist the development and implementation by field operations of organizational resilience management, the Organizational Resilience Officer delivers training courses on the subject to field mission focal points and provides direct on-site assistance. Within the Secretariat, the implementation of organizational resilience management has begun at Headquarters; preparations for implementation in the field took place in 2011/12, with actual implementation in the field carried out during 2012/13 and continuing thereafter. As organizational resilience plans continue to require review and updating to reflect changing operational conditions, it is proposed that two general temporary assistance positions, of Organizational Resilience Officer (P-4) and Administrative Assistant (GS (OL)), be continued.

Executive Office

Human Resources Officer (P-4, new)

55. The approved staffing establishment of the Executive Office comprises 17 posts, of which 16 (1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 GS (PL) and 9 GS (OL)) are funded from the support account and 1 P-4 is funded from the regular budget. The Executive Office is a shared resource serving the Departments of Peacekeeping Operations and Field Support in the areas of human resources, including

management of seconded active-duty military and police personnel and budgetary, financial, and administrative support services.

56. In accordance with General Assembly resolution 68/252, the Secretary-General has been requested to extend for a further three years the exceptional measures authorized in paragraph 21 of resolution 67/287, whereby seconded active-duty military and police personnel are not to be extended beyond 31 December 2013, to facilitate the full participation of all Member States in seconding active-duty officers.

57. Since the adoption by the General Assembly of the exceptional measures, the Executive Office is required to engage with every Member State that has an active-duty officer and identify areas of non-compliance with United Nations rules and regulations. To address the non-compliance a modified staff contract has to be agreed to in collaboration with the Member State, the Office of Human Resource Management and the Office of Legal Affairs. Further, prior to the implementation of the exceptional measure, the Executive Office was supporting the staffing and administration of seconded posts, of which approximately one-third rotated each year. Under the exceptional measures, the Office is now supporting the staffing and administration of seconded posts, of which half are rotating each year. To preserve continuity and prevent gaps in the functionality of the substantive offices, the separation and recruitment of military and police officers take place on a rotational staggered basis throughout the year. As a result, the recruitment of the seconded staff has become an ongoing activity of the Office throughout the year, resulting in additional workload.

58. Given the sensitive nature of the exceptional measures and the associated notes verbales, recruitment actions and interaction with Member States and other stakeholders, and the issues associated with non-compliance, it is proposed to establish one temporary general assistance position of Human Resources Officer (P-4).

59. The Human Resources Officer position would allow consistency of practices, service to Member States, reporting and statistics as well as outreach activities. The incumbent would engage with Member States, identify areas of non-compliance with United Nations rules and regulations and address the non-compliance through a modified staff contract. This would lead to an improvement in the recruitment and selection process for appointments of seconded military and police specialists and address ongoing delays. Further, the incumbent would conduct outreach activities targeting troop- and police-contributing countries to ensure proper representation.

60. Without the proposed position, the Office would not be in a position to implement General Assembly resolutions 67/287 and 68/252, as it could only have very limited engagement with Member States and would have limited ability to identify areas of non-compliance with United Nations rules and regulations and no capacity to address non-compliance through a modified staff contract.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	11 530.7	11 394.6	11 666.6	272.0	2.4
II. Non-post resources					
General temporary assistance	707.7	578.5	1 002.1	423.6	73.2
Official travel	418.7	588.1	621.7	33.6	5.7
Facilities and infrastructure	438.3	662.3	656.5	(5.8)	(0.9)
Communications	2 017.3	842.4	842.4	–	–
Information technology	8 591.7	1 900.6	1 885.9	(14.7)	(0.8)
Other supplies, services and equipment	330.8	319.2	329.7	10.5	3.3
Subtotal, II	**12 504.5**	**4 891.1**	**5 338.3**	**447.2**	**9.1**
Total	**24 035.2**	**16 285.7**	**17 004.9**	**719.2**	**4.4**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$11 666.6	$272.0	2.4%

61. The provision would cover the salaries, common staff costs and staff assessments for the proposed 75 posts of the Office. The higher requirements are attributable to the proposed establishment of one post and the proposed reclassification of one post from P-5 to D-1.

	Cost estimates	Variance	
General temporary assistance	$1 002.1	$423.6	73.2%

62. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions, the proposed establishment of one general temporary assistance position and the provision for replacement of staff on maternity, paternity or sick leave (24 person-months for the Professional category and 12 person-month for the General Service (Other level) category. The additional requirements are attributable to the proposed establishment of one new general temporary assistance position and to the additional requirement for replacement of staff on leave based on historical trend.

	Cost estimates	Variance	
Official travel	$621.7	$33.6	5.7%

63. The official travel requirements are described in the paragraphs below:

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[1] Resource requirements are expressed in thousands of United States dollars.

64. The amount of $289,500 is proposed for travel to undertake the following mission planning/assessment/consultation activities: engaging with senior peacekeeping mission leadership and Government officials of relevant troop- and police-contributing countries ($96,100); supporting the DPKO/DFS staff exchange programme between Headquarters and the field ($115,700); and strengthening public information capacity in field operations and outreach activities to improve public awareness of peacekeeping in troop- and police-contributing countries ($77,700).

65. The amount of $130,300 is proposed for travel to undertake the following technical support activities: supporting the implementation of the policies with regard to security, occupational safety and organizational resilience/crisis management in peacekeeping missions ($43,300); and providing support to joint operations centres and joint mission analysis centres and ensuring the situational awareness of DPKO and DFS with regard to all peacekeeping operations ($87,000).

66. The amount of $162,500 is proposed for travel to participate in the following seminars/conferences/workshops: various conferences/seminars in Africa, Asia, Europe and North America with regional groups, organizations and other entities ($99,100); plenary and steering group sessions of the Inter-Agency Security Management Network ($28,700); and briefings of South American and African Union Member States on the organizational and policy issues relating to United Nations police in peacekeeping operations and emerging issues ($34,700).

67. The amount of $39,400 is proposed for travel to undertake consultations and outreach with Member States, agencies, funds and programmes and specialized institutions/organizations in Africa, Asia and Europe on the implementation work of the Office and the development and sharing of system-wide guidance.

68. The higher requirements are attributable to the proposed travel for consultations and outreach.

	Cost estimates	*Variance*	
Facilities and infrastructure	$656.5	($5.8)	(0.9%)

69. The amount of $656,500 is proposed to provide for charges for office supplies centrally administered by the Executive Office on behalf of both DPKO and DFS ($467,500); the Departments' share of the standard managed output service for printers and photocopiers ($160,000); and the rental of premises under a service agreement for the Partnerships Team of the Policy, Evaluation and Training Division to share office space with UNDP in Brussels ($29,000).

	Cost estimates	*Variance*	
Communications	$842.4	–	–

70. The amount of $842,400 is proposed to provide for charges centrally administered by the Executive Office on behalf of DPKO and DFS for commercial communications services associated with mobile devices ($450,400) and desktop telephones ($392,000), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

	Cost estimates	Variance	
Information technology	$1 885.9	($14.7)	(0.8%)

71. The amount of $1,885,900 is proposed to provide for: (a) charges centrally administered by the Executive Office on behalf of DPKO and DFS for the maintenance and repair of information technology equipment based on the standard service-level agreement established by OICT ($1,380,500); (b) the acquisition of standard information technology equipment, including new and replacement desktop and laptop computers, for both Departments ($180,800); and (c) the Departments' support account share of central information technology infrastructure costs at Headquarters as derived from past expenditure patterns ($324,600).

	Cost estimates	Variance	
Other supplies, services and equipment	$329.7	$10.5	3.3%

72. The amount of $329,700 is proposed for subscriptions to various magazines, books, journals and periodicals and for online advertising in respect of external recruitment ($224,700); the uploading of web content to the peacekeeping website and its translation into the six official languages ($70,000); and common services costs under a service agreement for the Partnerships Team to share office space with UNDP in Brussels ($35,000).

2. Office of Operations

(a) Results-based-budgeting framework

73. The current Office structure comprises four regional divisions: the Africa I Division, the Africa II Division, the Asia and Middle East Division and the Europe and Latin America Division. During the 2015/16 period, it is expected that the focus of United Nations peacekeeping operations will continue to be on Africa and the Middle East. Meanwhile, the lead in providing backstopping for UNAMA was transferred to the Department of Political Affairs on 1 October 2014 and UNMIT was closed in December 2012. In this context, the current structure requires realignment to continue supporting peacekeeping missions in the most efficient and effective manner. Therefore, it is proposed to merge the Asia and Middle East Division with the Europe and Latin America Division to form a new Asia, Middle East, Europe and Latin America Division. The four integrated operational teams (Asia, Middle East and Western Sahara, Europe and Haiti) located in the Asia and Middle East and Europe and Latin America Divisions would be merged into two new teams (Europe, Latin America and Asia and Middle East and North Africa). The three proposed regional divisions would be therefore have seven integrated operational teams: UNMISS/UNISFA; UNAMID; Central Africa (the new name proposed for the Great Lakes team; see para. 76 below); West Africa; Mali; Europe, Latin America and Asia; and Middle East and North Africa.

74. The priorities of the Office of Operations for the 2015/16 period are to undertake strategic planning, develop integrated strategies and provide strategic direction on cross-cutting, mission-specific and political issues; deliver day-to-day integrated operational support to new and ongoing peacekeeping operations, including guidance on policy and operational issues; devise, promote agreement on and implement integrated solutions to the political and operational challenges of peacekeeping operations and support them vis-à-vis the parties to the conflict and

interested stakeholders; engage with Member States, in particular members of the Security Council and troop- and police-contributing countries, and other relevant groups on issues of concern; lead the integrated assessment and planning process for new operations and coordinate adjustments and transitions in existing operations, including consolidation and exit strategies; and ensure the unity of command and integration of effort of DPKO and DFS in terms of the political direction, planning and operational management of peacekeeping missions, through the provision of an overall political, strategic and operational framework, in particular through the integrated operational teams.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent) 1.2 100 per cent of reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and Member States (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 40 multidimensional substantive reports of the Secretary-General to the Security Council
- 40 letters from the Secretary-General to the President of the Security Council
- 140 substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners
- 40 consultations with troop- and police-contributing countries providing updates on political and operational developments in all peacekeeping operations
- 60 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM, as well as on the strategic partnership with the African Union
- Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 4 integrated concepts of operations or mission concepts, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of peacekeeping operations in integrated settings have up-to-date integrated strategic frameworks or equivalent frameworks (2013/14: not applicable; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.2 100 per cent of peacekeeping operations fulfil major milestones as defined in and mandated by Security Council resolutions (2013/14: not applicable; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- Integrated guidance to all peacekeeping operations on strategic, policy and political operational matters
- Progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed for all established integrated missions or missions in integrated settings, in collaboration with field presences
- Advice and support to 4 planning processes on the implementation of the integrated assessment and planning policy
- 25 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues
- 4 integrated strategic assessment reports on peacekeeping operations to review and make recommendations on approaches, challenges or opportunities in the area of mandate implementation
- 5 advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture and the triangular United Nations/African Union/European Union cooperation
- 1 progress review of the operationalization of the African Standby Force, in coordination with UNOAU, the Department of Political Affairs and other partners

External factors

Parties to the conflict cooperate and are willing to resolve their disputes peacefully; peacekeeping partners provide the necessary support; and the security environment permits the establishment or continuation of peacekeeping operations and support for AMISOM

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	1	(1)	–	–	–	(1)
D-1	5	–	–	–	5	–
P-5	11	(1)	1	1	12	1
P-4	21	(1)	1	–	21	–
P-3	13	(1)	–	–	12	(1)
P-2/P-1	5	–	–	–	5	–
Subtotal	**56**	**(4)**	**2**	**1**	**55**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	20	(1)	–	–	19	(1)
Subtotal	**20**	**(1)**	**–**	**–**	**19**	**(1)**
Total, posts	**76**	**(5)**	**2**	**1**	**74**	**(2)**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	(1)	–	–	(1)
P-4	1	–	(1)	–	1[a]	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**2**	**–**	**(2)**	**–**	**1[a]**	**(1)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	–	1[a]	1
Subtotal	**–**	**–**	**–**	**–**	**1[a]**	**–**
Total, general temporary assistance positions	**2**	**–**	**(2)**	**–**	**2[a]**	**–**
Total	**78**	**(5)**	**–**	**1**	**76[a]**	**(2)**

[a] Includes 1 P-4 and 1 GS (OL) approved from 1 January 2015 to 30 June 2015 by the General Assembly in its resolution 69/257 on the financing of MINUSCA.

(c) Justification of posts

(i) Restructuring and related posts proposed for abolishment and redeployment

75. In this context, it is proposed to establish an Asia, Middle East, Europe and Latin America Division by merging the Asia and Middle East Division with the Europe and Latin America Division in order to achieve an adequate balance of workload among the regional divisions and effective and efficient managerial oversight.

76. Further, the Great Lakes Integrated Operational Team in the Africa II Division is proposed to be renamed the Central Africa Integrated Operational Team following the transfer of authority from MISCA to MINUSCA.

a. Asia, Middle East, Europe and Latin America Division

77. The approved staffing establishment of the Asia and Middle East Division comprises 17 posts (1 D-1, 2 P-5, 3 P-4, 4 P-3, 2 P-2 and 5 GS (OL)) funded from the support account, distributed across two integrated operational teams (Asia and the Middle East and Western Sahara). The Division provides political and strategic direction and day-to-day operational support to the peacekeeping operations located in Asia (UNMOGIP (funded from the regular budget)) and UNAMA up to October 2014 and UNMIT up to December 2012) and in the Middle East and Western Sahara (UNTSO (funded from the regular budget), UNDOF, UNIFIL and MINURSO).

78. The approved staffing establishment of the Europe and Latin America Division comprises 10 posts (2 P-5, 4 P-4, 1 P-2 and 3 GS (OL)) funded from the support account, distributed across two integrated operational teams (Europe and Haiti). The Division provides political and strategic direction and day-to-day operational support to the peacekeeping operations located in Europe (UNMIK and UNFICYP) and in Haiti (MINUSTAH).

79. The staffing establishment of the proposed Asia, Middle East, Europe and Latin America Division would comprise 21 posts (1 D-1, 3 P-5, 6 P-4, 3 P-3, 3 P-2 and 5 GS (OL)) funded from the support account. In light of the proposed merger, it is proposed that the new Division consist of two integrated operational teams: Europe, Latin America and Asia and Middle East and North Africa.

Europe, Latin America and Asia Integrated Operational Team

80. It is proposed that the Europe, Latin America and Asia Integrated Operational Team be formed from the existing Asia, Europe and Haiti teams to support MINUSTAH, UNFICYP, UNMIK, and UNMOGIP. The proposed team would be headed by the Principal Officer (D-1) from the current Asia team, who would oversee and provide guidance on all aspects of the work of the team and serve as the principal entry point for political and operational issues related to the planning and conduct of the missions. The staffing establishment of the Europe, Latin America and Asia Integrated Operational Team would comprise 9 posts (1 D-1, 2 P-5, 4 P-4, 2 P-2) funded from the support account. The team would provide and coordinate day-to-day political and integrated operational guidance and support on issues that cut across specialized functions, including implementation of political and integrated mission strategies in support of mandate implementation, addressing and ensuring the resolution of operational issues and monitoring the implementation of relevant mission plans, and conducting the integrated review of the operational resource requirements. The team would also be responsible for developing

overarching integrated strategies and coordinating with other offices within DPKO and DFS, as well as other departments, agencies, funds and programmes and regional entities. The team would lead the integrated assessment and planning process through the provision of overall political, strategic and operational frameworks, the development of options for courses of action, leadership of assessment missions to the field and liaison and coordination with relevant partners and Member States. Finally, the team would ensure effective consultation with an array of stakeholders and fulfil the reporting obligations of the Secretary-General to the Security Council.

Abolishment of four posts (1 P-5 Senior Political Affairs, 1 P-4 Political Affairs, 1 P-3 Political Affairs and 1 GS (OL) Team Assistant) in the Asia Integrated Operational Team

Redeployment of two posts (2 GS (OL) Team Assistants) from the Asia Integrated Operational Team to the Africa II Division

81. The approved established staffing of the Asia Integrated Operational Team, located in the Asia and Middle East Division, comprises 6 posts (1 D-1, 1 P-5, 1 P-4, 2 P-3 and 1 P-2) funded from the support account. The team is supported by 2 GS (OL) posts funded from the support account. The team provides backstopping support to UNAMA (up to October 2014) and UNMOGIP, with 1 P-5, 1 P-4 and 2 P-3 dedicated to UNAMA and 1 P-2 dedicated to UNMOGIP and 2 GS (OL) providing assistance to the team. Following the transfer of the lead in backstopping UNAMA to the Department of Political Affairs, three Political Affairs Officer posts (1 P-5, 1 P-4, 1 P-3) have been provided on loan to the Department of Political Affairs from 1 October 2014 to 30 June 2015 in order to preserve the continuity in backstopping.

82. In this context, it is proposed to abolish four posts (1 P-5, 1 P-4, 1 P-3 and 1 GS (OL)) that were providing support to UNAMA and to redeploy one Team Assistant post (GS (OL)) to the Africa II Division in support of the increasing workload in support of MINUSCA.

83. In addition, one Team Assistant post (GS (OL)) located in the Office of the Director of the Asia and Middle East Division is proposed to be redeployed to the Africa II Division to provide additional support to the Mali Integrated Operational Team given the increasing workload in support of MINUSMA.

Redeployment of one post (P-3 Political Affairs Officer) from the existing Asia Integrated Operational Team to the Middle East and North Africa Integrated Operational Team

84. The approved staffing establishment of the Middle East and North Africa Integrated Operational Team comprises 7 posts (1 P-5, 2 P-4, 3 P-3, 1 P-2) funded from the support account. The Team is responsible for the provision of support to MINURSO, UNTSO, UNDOF and UNIFIL. Given the extreme volatility and the deteriorating of security conditions on the Golan, in the Syrian Arab Republic and throughout the region, one Political Affairs Officer post (P-3) is proposed to be redeployed from the existing Asia Integrated Operational Team to the Middle East and North Africa Integrated Operational Team to meet the increased workload related to UNDOF and UNIFIL, including situational monitoring and mission contingencies and adjustments. Under the guidance of the Team Leader, the Political Affairs Officer would contribute to planning and backstopping for the missions, including through monitoring and analysing developments in the areas of operations

and in the region, preparing timely responses to the missions' inquiries, drafting a wide range of documents and correspondence and maintaining liaison and consultations through informal and formal contacts with a wide range of internal and external partners.

b. Africa II Division

Abolishment of one post (D-2 Director of Africa II Division)

85. In the current approved staffing, a Director at D-2 level oversees each regional division. Of the four approved Director posts, only that of Director of the Africa II Division is funded from the support account. In the context of the proposed restructuring, moving from four to three regional divisions, it is proposed that the post of Director (D-2) of the existing Europe and Latin America Division perform the Director functions for the proposed merged Asia, Middle East, Europe and Latin America Division, and that the post of Director (D-2) of the Asia and Middle East Division be redeployed to the Africa II Division. Accordingly, the existing post of (D-2) of the Africa II Division, the only Director (D-2) post to be funded from the support account, is proposed for abolishment.

(ii) Post establishment

a. Africa I Division/UNMISS/UNISFA Integrated Operational Team

Establishment of one post (1 P-5 Senior Political Affairs Officer)

86. The approved staffing establishment of the UNMISS/UNISFA Integrated Operational Team comprises 7 posts (1 D-1, 1 P-5, 3 P-4, 1 P-3 and 1 P-2) funded from the support account. The team is operationally divided into sub-units for UNMISS and UNISFA, with one P-5 Senior Political Affairs Officer and one P-4 Political Affairs Officer dedicated to UNISFA and four officers (2 P-4, 1 P-3 and 1 P-2) assigned to UNMISS.

87. The team serves as a principal entry point for political and operational issues related to UNMISS and UNISFA, providing and coordinating day-to-day political and integrated operational guidance and support on issues cutting across specialized functions. This includes implementation of political and integrated mission strategies in support of mandate implementation; addressing and ensuring the resolution of operational issues and monitoring the implementation of relevant mission plans; and conducting the integrated review of operational resource requirements. The team is also responsible for developing overarching integrated strategies for UNMISS and leads the integrated assessment and planning process for South Sudan through the provision of overall political, strategic and operational frameworks, the development of options for courses of action, leadership of assessment missions to the field, liaison and coordination with relevant partners and Member States and the coordination and integration of inputs on a variety of documents, as well as fulfilling the reporting obligations of the Secretary-General to the Security Council.

88. Since the December 2013 crisis, UNMISS has faced a complex political, security and humanitarian situation requiring intensive crisis management operations on the ground and planning and force generation efforts at headquarters. In this context, the team provides support to the mission's crisis management activities, including through reprioritizing tasks within the team and flexibly

reassigning staff members within the integrated operational teams as well as within the Division. However, this temporary measure is unsustainable in the long term in maintaining solid support to the mission. As the deployment of the surge capacity for UNMISS continues, the workload continues to grow. It is thus proposed to establish a post of Senior Political Affairs Officer (P-5) to support the formulation and implementation of the mission's political strategies and lead the integrated strategic and operational planning for the realignment of its mandate and configuration. The incumbent would also be the main focal point for the regional partners to ensure alignment of strategic and operational plans. The incumbent would serve as deputy to the Team Leader and support the management of the team.

(iii) Conversion of general temporary assistance positions to posts

a. Africa II Division/Central Africa Integrated Operational Team

Conversion of two general temporary assistance positions (1 P-5 Senior Political Affairs Officer (MINUSCA) and 1 P-4 Political Affairs Officer (MINUSCA)) in Africa II Division to posts

89. The staffing establishment of the proposed Central Africa Integrated Operational Team comprises 7 posts (1 D-1, 1 P-5, 2 P-4, 2 P-3 and 1 P-2) and two general temporary assistance positions (1 P-5, 1 P-4) funded from the support account. The team serves as a principal entry point for political and operational issues related to peacekeeping missions located in the Central Africa region, providing and coordinating day-to-day political and integrated operational guidance and support on issues cutting across specialized functions.

90. For the reasons explained in paragraph 17 above, it is proposed that the general temporary assistance positions of Senior Political Affairs Officer (P-5) and Political Affairs Officer (P-4) for the backstopping of MINUSCA be converted to posts, to focus on operational planning, political analysis, reporting and advice, as well as strategy development and substantive coordination on a range of substantive areas.

91. The Senior Political Affairs Officer would support the formulation and implementation of political strategies by developing Headquarters political guidance to the mission and continuing operational planning for the deployment of its civilian and military components. The Senior Political Affairs Officer would also lead the coordination of day-to-day political and integrated operational guidance and support to the mission.

92. The Political Affairs Officer would contribute to the planning and backstopping work of the team by monitoring and analysing developments in the Central African Republic; identifying and responding to political changes, problems and incidents, ensuring consultation and input from all stakeholders involved and preparing timely responses to the field; drafting a wide range of documents and correspondence, including the progress reports of the Secretary-General, briefing notes to the Security Council and correspondence with the Council, other relevant bodies and Member States; and maintaining liaison through informal and formal contacts with a wide-range of internal and external partners.

(d) Justification of general temporary assistance positions

Africa II Division/Central Africa Integrated Operational Team

Electoral Affairs Officer (1 P-4 position, continuing)

Administrative Assistant (1 GS (OL) position, continuing)

93. By its resolution 69/257 on the financing of MINUSCA, the General Assembly approved the establishment from 1 January 2015 to 30 June 2015 of two general temporary assistance positions (1 P-4 Electoral Affairs Officer and 1 GS (OL) Administrative Assistant) to be funded under the support account.

94. As the preparation for elections advances in the Central African Republic and on the basis of the recommendation of the United Nations multi-entity electoral needs assessment mission deployed to the Central African Republic early in 2014, electoral support continues to be required for the 2015/16 period.

95. In this context, it is proposed to continue the general temporary assistance position of Electoral Officer (P-4) to provide support to MINUSCA, including on administrative and substantive issues, throughout the three electoral events scheduled in the Central African Republic during the transitional period. The incumbent would monitor the electoral processes, review plans and strategies and serve as Member States' focal point on electoral issues and participate in consultations in this area. The incumbent would also carry out analysis, including through field assessments, make recommendations, provide critical policy advice to the United Nations focal point for electoral assistance activities and link with other Headquarters entities providing backstopping to the Mission.

96. In addition, it is proposed to continue the general temporary assistance position of Administrative Assistant (GS (OL)) to support the work of the team as it relates to the administrative backstopping of MINUSCA electoral needs.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	11 691.5	12 560.0	12 484.3	(75.7)	(0.6)
II. Non-post resources					
General temporary assistance	734.6	384.6	299.2	(85.4)	(22.2)
Official travel	811.3	841.0	829.1	(11.9)	(1.4)
Subtotal, II	**1 545.9**	**1 225.6**	**1 128.3**	**(97.3)**	**(7.9)**
Total	**13 237.4**	**13 785.6**	**13 612.6**	**(173.0)**	**(1.3)**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$12 484.3	($75.7)	(0.6%)

97. The provision would cover the salaries, common staff costs and staff assessments for the proposed 74 posts of the Office.

	Cost estimates	Variance	
General temporary assistance	$299.2	($85.4)	(22.2%)

98. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary positions.

	Cost estimates	Variance	
Official travel	$829.1	($11.9)	(1.4%)

99. The official travel requirements are described in the paragraphs below.

100. The amount of $812,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: participation of the integrated operational teams in reviews and assessments of progress made on the ground by peacekeeping operations with respect to mandate tasks and provision of strategic guidance on policy matters ($685,000); and political consultations on peacekeeping operations in all regions with United Nations, non-United Nations and national stakeholders, the African Union, the European Union, the Bretton Woods institutions and government authorities ($127,400).

101. The amount of $16,700 is proposed for travel to participate in the African Union summit, where DPKO leadership would undertake strategic and politically sensitive discussions and provide technical expertise to the African Union Commission, States members of the African Union and the regional economic communities on operational and strategic matters related to peacekeeping, and the United Nations-African Union Joint Task Force at the margins of the summit.

3. Office of Military Affairs

(a) Results-based-budgeting framework

102. The Office of Military Affairs comprises the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service.

103. With a view to enhancing the effectiveness of military activities in peacekeeping, the core tasks of the Office are to provide technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations; assess potential threats to military operations; support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely deployment to peacekeeping operations. The Office will continue to improve dialogue with Member States and regional organizations in order to further strengthen its partnerships and enhanced contributions to

peacekeeping, including through its contribution to the implementation of the new reimbursement framework (see General Assembly resolutions 67/261 and 68/281).

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate 90 per cent of recommendations on military issues in establishing potential peacekeeping operations or adjusting existing operations (2013/14: 97 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)

Outputs

- 10 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations
- 33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping
- 12 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas
- 26 briefings to troop-contributing countries on military aspects of peacekeeping operations, anticipated developments, crisis situations, threat and risk assessments, changes of mandate, capability studies, operations and plans, rules of engagement, statement of force and unit requirements and force generation, and operational aspects of the implementation of the recommendations of the Senior Advisory Group (see resolutions 67/261 and 68/281)

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Military plans for new or significantly adjusted peacekeeping operations prepared within 7 days of the adoption of the relevant Security Council resolution (2013/14: 7 days; 2014/15: 7 days; 2015/16: 7 days)
	2.2 Readily deployable nucleus of Headquarters military personnel established in peacekeeping operations within 15 days of a Security Council resolution or related decision (2013/14: 15 days; 2014/15: 15 days; 2015/16: 15 days)

Outputs

- 5 strategic military concepts of operations, statement of force requirements and rules of engagement for new or significantly adjusted peacekeeping operations
- 3 military advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations
- Deployment of a military support team/nucleus to new and existing missions for up to 90 days

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, after-conference/action reports, visits, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations (2013/14: 93 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 14 strategic or oversight assessment reports of military components of peacekeeping operations
- 10 predeployment and assessment reports of troop-contributing country capacities
- 14 updated threat assessments reports for military operations in peacekeeping settings
- 1 conference of heads of military components of peacekeeping operations
- 3 regional workshops on implementation of the United Nations Military Unit Manual
- 2 presentations to Member States on the operational readiness assurance framework
- Revision of the United Nations Infantry Battalion Manual and guidance material on countering improvised explosive devices for peacekeepers

External factors

Member States will contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment; and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	10	–	–	–	10	–
P-4	86	(1)	–	–	85	(1)
P-3	14	–	–	–	14	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**112**	**(1)**	**–**	**–**	**111**	**(1)**

Category	Approved staffing 2014/15	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2015/16	Change
General Service and related						
Principal level	–	–	–	–	–	–
Other level	19	–	–	–	19	–
Subtotal	**19**	**–**	**–**	**–**	**19**	**–**
Total	**131**	**(1)**	**–**	**–**	**130**	**(1)**

(c) Justification of posts

Integrated operational teams

Abolishment of one P-4 Military Liaison Officer post

104. The approved staffing establishment in the Office of Military Affairs within the integrated operational teams comprises 11 posts (4 P-5, 7 P-4) funded from the support account.

105. Given the restructuring proposal of the Office of Operations (see paras. 73 and 75 above), whereby the Asia and Middle East Division would be merged with the Europe and Latin America Division to create the Asia, Middle East, Europe and Latin America Division and the four associated integrated operational teams would be reconfigured into two new teams, the related integrated operational team specialist resources require realignment.

106. In this regard, the Office of Operations and the Office of Military Affairs reviewed the requirements for the integrated operational team specialists for the new Division and concluded that one P-4 Military Liaison Officer post, currently assigned to the existing Asia and Middle East Division, is no longer required, and the functions of the post could be absorbed through the remaining capacity. Thus, it is proposed to abolish one Military Liaison Officer (P-4) post.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	24 670.8	23 583.7	23 250.4	(333.3)	(1.4)
II. Non-post resources					
General temporary assistance	364.4	–	–	–	–
Official travel	549.3	705.1	705.1	–	–
Subtotal, II	**913.7**	**705.1**	**705.1**	**–**	**–**
Total	**25 584.5**	**24 288.8**	**23 955.5**	**(333.3)**	**(1.4)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$23 250.4	($333.3)	(1.4%)

107. The provision would cover the salaries, common staff costs and staff assessments for the 130 posts. The lower requirements result from the proposed abolishment of one post and the estimation of common staff costs at a lower percentage of net salaries compared with the budget for 2014/15 (see para. 19 above).

	Cost estimates	*Variance*	
Official travel	$705.1	–	–

108. The official travel requirements are described in the paragraphs below.

109. The amount of $350,400 is proposed for travel to carry out the following mission planning/assessment/consultation activities: discussing various military aspects of peacekeeping operations with the African Union, ASEAN, the Collective Security Treaty Organization, the European Union, NATO, OAS, ECOWAS and Member States in Asia and Latin America, with a view to strengthening partnership and enhancing contributions to peacekeeping ($95,000); conducting technical assessment missions in peacekeeping missions to revise military concepts of operations, force requirements and rules of engagement ($81,800); and reviewing the missions' capability to assess requirements of military components ($173,600).

110. The amount of $273,200 is proposed for travel to undertake the following technical support activities: predeployment visits to review contributions pledged by troop-contributing countries and assist them with major equipment, self-sustainment and military personnel matters ($122,300); operational briefing visits to emerging or potential troop-contributing countries, introduction of new required capabilities and explanation of changes in mandate and related concept of operations ($56,500); provision of mission-specific advice, including on operational matters and assistance to troop-contributing countries ($56,800); and provision of oversight and strategic guidance to heads of military components of peacekeeping missions on military assessment-related aspects of peacekeeping operations ($37,600).

111. The amount of $81,500 is proposed for travel to participate in the following seminars/conferences/workshops: consultations to identify practices, lessons learned and operational and tactical concerns in order to develop a unified policy for peacekeepers on countering improvised explosive devices ($14,600); consultations to explain and discuss the new policy on operational readiness assurance framework in South Asia and Africa ($18,500); and organization of regional workshops in Asia, Africa and Europe on the implementation of the United Nations Military Unit Manual ($48,400).

4. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

112. The Office of Rule of Law and Security Institutions comprises the Office of the Assistant Secretary-General, the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit.

113. The Office of Rule of Law and Security Institutions will undertake a broad spectrum of activities mandated by the Security Council and the General Assembly to support peacekeeping operations and ensure a coordinated approach to the strengthening of the rule of law and security institutions. Together with UNDP, the Office represents the Department as co-leader of the global focal point arrangement for police, justice and corrections in post-conflict and other crisis situations and, as such, will give priority to increasing coherence and efficiency in delivering support to the field.

114. In 2015/16, the Office will focus on the implementation of Security Council resolutions 2151 (2014) on security sector reform and 2185 (2014) on policing; operationalization of a multi-year approach for the United Nations police; and implementation of the Strategy of the United Nations on Mine Action 2013-2018 (see General Assembly resolution 68/72). The Office will also continue to lead other system-wide initiatives through inter-agency processes in the areas of disarmament, demobilization and reintegration, mine action and security sector reform. Priority areas of engagement relating to peacekeeping include coordinated programming; integrated strategic results and evidence-based planning, assessment and direction with regard to the rule of law and security institutions; capacity-building and institutional development; planning of and support for the transitioning of peacekeeping operations; support for regional partnerships and cross-cutting initiatives; development of policy, technical guidance and training materials and delivery of training programmes in specialized areas; targeted recruitment of experts; and recruitment, deployment and maintenance of rapidly deployable specialist capacities.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the activities to be carried out by police, judicial and corrections officers (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	1.2 Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration, mine action, weapons and ammunition management and improvised explosive device responses in the establishment or adjustment of peacekeeping operations (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	1.3 General Assembly resolution recognizes the critical contribution of mine action assistance to peacekeeping

	(2013/14: not applicable; 2014/15: not applicable; 2015/16: 1)

Outputs

- 30 presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of a partnership approach in the areas of the rule of law and security institutions
- Inputs to 48 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, justice and corrections, disarmament, demobilization and reintegration, mine action, weapons and ammunition management, improvised explosive device responses and/or security sector reform
- 72 briefings on peacekeeping operations to legislative bodies, Member States, intergovernmental bodies, groups of friends, regional organizations and police-contributing countries in the areas of police (32); justice and corrections (10); mine action, weapons and ammunition management and improvised explosive device responses (10); disarmament, demobilization and reintegration (10); and security sector reform (10)
- 4 briefing notes on developments in disarmament, demobilization and reintegration in field operations
- 1 multi-donor report on mine action covering activities in up to 10 field operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment, establishment or adjustment of peacekeeping operations in response to Security Council mandates	2.1 Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 25 days of the adoption of the relevant Security Council resolution (2013/14: 30 days; 2014/15: 28 days; 2015/16: 25 days)
	2.2 Initial deployment of justice and corrections capacities to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2013/14: 45 days; 2014/15: 30 days; 2015/16: 30 days)
	2.3 Initial deployment of personnel specializing in mine action, weapons and ammunition management, improvised explosive device response and security sector reform to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution (2013/14: 30 days; 2014/15: 30 days; 2015/16: 30 days)

Outputs

- 8 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions, and on the global focal point arrangement for police, justice and corrections

- 13 end-of-assignment reports on lessons learned and best practices, as well as identification of ongoing support (5 police, 3 justice, 3 corrections and 2 mine action, weapons and ammunition management and improvised explosive device response) for new or existing peacekeeping operations
- 2 outreach exercises aimed at multiple non-United Nations target groups related to generic job openings in the area of disarmament, demobilization and reintegration and 1 outreach activity to promote the United Nations roster of security sector reform experts
- 47 in-country briefings/presentations on police issues, including selection, recruitment, deployment and rotation, in peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device response components reflected in 5 integrated mission plans (2013/14: 5; 2014/15: 5; 2015/16: 5)
	3.2 Vacancy rate for police in field operations reduced to 15 per cent (2013/14: 16.4 per cent; 2014/15: 15 per cent; 2015/16: 15 per cent)
	3.3 Contingency mine action plans developed or updated for 5 peacekeeping operations (2013/14: 2; 2014/15: 3; 2015/16: 5)

Outputs

- 5 new or revised police operational plans, standard operating procedures and/or concepts of operations for police components of peacekeeping operations
- 47 in-country briefings/presentations on police issues in peacekeeping operations, and certifications for deployment/rotation following recruitment, selection, assessments and/or inspection of equipment
- 2 guidance documents and training tools for justice and corrections personnel and 1 guidance document on security sector reform
- 1 standard operating procedure, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration
- 10 co-chaired videoconferences with inter-agency groups on disarmament, demobilization and reintegration to develop guidance and share best practices and information and 6 co-chaired meetings of the inter-agency task force on security sector reform to develop guidance and joint programmes for peacekeeping operations
- 1 training course for 25 police planners of peacekeeping operations
- 2 technical assessment missions to provide technical assistance to field operations in the areas of physical security and stockpile management and improvised explosive devices

- 5 conferences: 1 for heads of police components of peacekeeping operations, 1 for heads of justice and corrections components, 1 for heads/senior officers of field-based security sector reform components, 1 for senior officers of disarmament, demobilization and reintegration components and 1 for heads of mine action components, to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination
- 43 technical or strategic support, review or assessment reports on the implementation of police (10), justice (7), corrections (7), mine action, weapons and ammunition management and improvised explosive device responses (5), disarmament, demobilization and reintegration (9) and security sector reform (5) activities or mandates in peacekeeping operations
- 1 guidance document and/or related standard operating procedures on improvements to the Standing Police Capacity
- 1 joint World Bank-United Nations review of public expenditure in a peacekeeping context

External factors

Member States, United Nations partners and other relevant entities will provide the support, coordination and collaboration required to implement mission mandates; and conditions on the ground in peacekeeping operations will allow assessment, assistance or support missions to be conducted

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	2	–	–	1	3	1
P-5	9	–	–	–	9	–
P-4	46	(1)	3	–	48	2
P-3	29	–	–	–	29	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**86**	**(1)**	**3**	**1**	**89**	**3**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	17	–	–	–	17	–
Subtotal	**17**	**–**	**–**	**–**	**17**	**–**
Total, posts	**103**	**(1)**	**3**	**1**	**106**	**3**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2014/15*	*Change*
P-4	4	–	(3)	–	1	(3)
P-3/P-2	–	–	–	–	–	–
Subtotal	**4**	**–**	**(3)**	**–**	**1**	**(3)**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**4**	**–**	**(3)**	**–**	**1**	**(3)**
Grand total	**107**	**(1)**	**–**	**1**	**107**	**–**

(c) Justification of posts

(i) Security Sector Reform Unit

Establishment of one new post (D-1 Principal Security Sector Reform Officer)

115. The approved staffing establishment of the Security Sector Reform Unit comprises seven posts (1 P-5, 2 P-4, 3 P-3 and 1 GS (OL)), funded from the support account. The Security Sector Reform Unit provides strategic policy frameworks to support the Assistant Secretary-General for Rule of Law and Security Institutions in ensuring a holistic, integrated approach to the establishment of the rule of law and reform of security institutions in United Nations peacekeeping operations.

116. Since the establishment of the Security Sector Reform Unit in 2007, the Security Council has increasingly tasked peacekeeping missions with support to national security sector reform efforts. As such, 12 peacekeeping operations are currently engaged in supporting national efforts. In its resolution 2151 (2014), the Security Council recognized the centrality of security sector reform as a key element of peacekeeping, noted the increasing number and complexity of mission mandates on security sector reform and emphasized the importance of the United Nations, including through its peacekeeping operations, supporting national Governments in this regard. This resolution joined earlier requests from the Special Committee on Peacekeeping Operations (A/64/19, A/65/19 and A/68/19) and the Secretary-General (A/67/970-S/2013/480) to strengthen the Security Sector Reform Unit in order, inter alia, to address as a priority the increasing demands placed on the Unit in respect of supporting United Nations missions in the field.

117. In this context, it is proposed to establish a post of Principal Security Sector Reform Officer (D-1) to lead, represent and direct the strengthening of integrated planning and operational security sector reform support in peacekeeping missions, and to engage with New York-based political processes on security sector reform in relation to peacekeeping operations at a level commensurate with the complexities and risks involved. The incumbent would also lead the development of strategic partnerships with multilateral and regional partners, while ensuring quality control and accountability in the delivery of mandates by heads of security sector reform components in peacekeeping operations. In addition, the incumbent would undertake the following specific activities: advise senior management on security

sector reform matters in peacekeeping; provide regular briefings about the security sector reform situation in host countries and possible courses of action; participate in Director-level intra- and interdepartmental processes related to peacekeeping operations; and advise as needed the integrated operational teams of DPKO on security sector reform matters. The incumbent would also participate in high-level assessment missions and oversee the development of mission concepts for the implementation of security sector reform mandates and obligations.

118. With the current staffing, DPKO is not in a position to effectively implement Security Council resolution 2151(2014) and, given the increasing demands for its services, is not able to fulfil entirely its mandate with respect to peacekeeping operations and Member States. Specifically, the Unit lacks strategic leadership to support DPKO/DFS and missions on security sector reform issues and remains absent from director-level meetings and strategic and technical assessment missions at the senior level.

(ii) Criminal Law and Judicial Advisory Service

Conversion of one general temporary assistance position (P-4 Judicial Affairs Officer) to a post

119. The approved staffing establishment of the Criminal Law and Judicial Advisory Service comprises 16 posts (1 D-1; 2 P-5, 8 P-4, 3 P-3 and 2 GS (OL)) and one general temporary assistance position (P-4), funded from the support account. The workload of the Service is distributed among three teams: the Policy Cell, the Justice Team and the Corrections Team. DPKO and UNDP have been appointed as the global focal point for police, justice and corrections matters in post-conflict and other crisis situations, a Headquarters mechanism to respond in a predictable, accountable and efficient manner to country-level requests for assistance.

120. The general temporary assistance position of Judicial Affairs Officer (P-4) was initially created in accordance with General Assembly 65/290 in response to the increasing workload and to provide adequate support to rule of law efforts in Haiti in the aftermath of the earthquake. Since then, the Judicial Affairs Officer has provided substantive support to the mission's efforts on rule of law issues. The Judicial Affairs Officer has played a key role in formulating recommendations on modalities for the reconfiguration of the MINUSTAH presence in the area of rule of law and supporting efforts on joint programming with UNDP for justice reform in Haiti, including more recently through the global focal point arrangement.

121. It is proposed to convert the general temporary assistance position of Judicial Affairs Officer (P-4) to a post to continue support to MINUSTAH and to support MONUSCO. As MINUSTAH enters the last phase of its consolidation, the mission has identified rule of law, justice and corrections among the areas requiring sustained attention. Going forward, the Judicial Affairs Officer would support the mission in transition planning efforts in the area of justice, including the gradual transfer of responsibilities to the United Nations country team and to national authorities.

122. In addition, the incumbent would provide substantive backstopping support to MONUSCO in the light of the planning for the transfer of rule of law responsibilities to the national authorities and the country team as requested by the Security Council in resolution 2147(2014). The incumbent would assist the mission

in mobilizing resources for programmatic activities to strengthen justice institutions in the Democratic Republic of the Congo, with a focus on conflict-affected areas in the east. The incumbent would also provide expert guidance and advice, including monitoring and analysis of justice issues, identifying challenges and opportunities and preparing recommendations for consideration by MONUSCO. The incumbent would also liaise at Headquarters level with United Nations and external partners on all matters relating to strengthening the justice sector in the Democratic Republic of the Congo to ensure a coordinated and coherent approach for the planning of a transition to the national authorities.

(iii) Office of the Assistant Secretary-General

Conversion of one general temporary assistance position (P-4 Rule of Law and Security Institutions Officer — MINUSCA Integrated Operational Team — specialist) to a post

123. The approved staffing establishment of the Office of the Assistant Secretary-General comprises six posts (2 P-4, 1 P-3 and 3 GS (OL)) and one general temporary assistance position (Rule of Law and Security Institutions Officer — MINUSCA Integrated Operational Team (P-4)) funded from the support account.

124. For the reasons explained in paragraph 17 above, it is proposed that the general temporary assistance position of Rule of Law and Security Institutions Officer (P-4) for the backstopping of MINUSCA be converted to a post to support, coordinate and provide advice for efforts to strengthen the rule of law and security institutions. The Officer would provide essential and timely follow-up on all issues related to rule of law and security institutions in the Central African Republic; serve as primary liaison between the Central African Republic team in the Office of Operations and the substantive units of the Office of Rule of Law and Security Institutions; provide regular analysis and updates on issues related to critical rule of law and security institutions in the mission area; facilitate working-level coordination and integration of planning processes and provide specific guidance, advice and support, including on the development of strategic plans and policy frameworks, projects and programmes; monitor the development and implementation of national rule of law and security institutions strategies, plans and reform processes; and coordinate participation in assessment missions.

(iv) Police Division

Conversion of one general temporary assistance position (P-4 Programme Officer — MINUSCA) to a post

125. The approved staffing establishment of the Police Division comprises 60 posts (1 D-1, 5 P-5; 30 P-4, 15 P-3 and 9 GS (OL)) and one general temporary assistance position (Police Officer — MINUSCA (P-4)) funded from the support account.

126. For the reasons explained in paragraph 17 above, it is proposed that the general temporary assistance position of Police Officer (P-4) for the backstopping of MINUSCA be converted to a post to support, guide and advise the MINUSCA police component, in close coordination with other Office of Rule of Law and Security Institutions components, the Office of Military Affairs, other United Nations agencies, funds and programmes, the European Union and other bilateral

actors, the African Union, the Economic Community of Central African States and Member States.

Integrated operational team

Abolishment of one post of P-4 Police Liaison Officer

127. The approved staffing establishment of the integrated operational team in the Police Division comprises six posts (2 P-5, 4 P-4) funded from the support account.

128. Given the proposal of the Office of Operations to restructure its Office by merging the Asia and Middle East Division with the Europe and Latin America Division to create the Asia, Middle East, Europe and Latin America Division and reconfiguring the related four integrated operational teams into two new integrated operational teams, the related integrated operational team specialist resources require realignment.

129. In this context, the Office of Operations and the Office of Rule of Law and Security Institutions reviewed the requirements for the integrated operational team specialists for the regional divisions in the Office of Operations and concluded that one P-4 Police Liaison Officer post is no longer required, and that its functions could be absorbed through the remaining capacity. Thus, it is proposed that one post of Police Liaison Officer (P-4) be abolished. Further information on the restructuring proposal of the Office of Operations is provided in the previous section of the present report.

(d) Justification of general temporary assistance positions

Disarmament, Demobilization and Reintegration Section

Policy and Planning Officer — MINUSCA (1 P-4 position, continuation)

130. The approved staffing establishment of the Disarmament, Demobilization and Reintegration Section comprises seven posts (1 P-5; 2 P-4, 3 P-3 and 1 GS (OL)) and one general temporary assistance position of Policy and Planning Officer — MINUSCA (P-4) funded from the support account.

131. The Disarmament, Demobilization and Reintegration Section is responsible for developing and updating guidance for the implementation of disarmament, demobilization and reintegration; providing operational advice and support for disarmament, demobilization and reintegration in coordination with other entities within the United Nations Secretariat, as well as United Nations agencies, funds and programmes, in such areas as strategic planning, reporting, and building institutional partnerships; monitoring, evaluating, capturing and disseminating lessons learned and best practices; and planning new disarmament, demobilization and reintegration programmes in peacekeeping operations, in coordination with other components of the Office of Rule of Law and Security Institutions, integrated operational teams and other entities within the United Nations Secretariat and United Nations agencies, funds and programmes.

132. Accordingly, it is proposed that a general temporary assistance position of Policy and Planning Officer (P-4) be continued to provide political and programmatic support for the development and implementation of a new disarmament, demobilization and reintegration programme in the Central African Republic and the establishment of a Disarmament, Demobilization and Reintegration Section in

MINUSCA throughout 2015/16. The incumbent would work closely with all other components of the Office of Rule of Law and Security Institutions, as well as with the Office of Operations and United Nations agencies, funds and programmes.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	16 096.4	17 535.4	18 326.5	791.1	4.5
II. Non-post resources					
General temporary assistance	1 138.3	731.5	198.8	(532.7)	(72.8)
Official travel	736.7	840.2	847.0	6.8	0.8
Other supplies, services and equipment	24.8	25.3	24.2	(1.1)	(4.3)
Subtotal, II	**1 899.8**	**1 597.0**	**1 070.0**	**(527.0)**	**(33.0)**
Total	**17 996.2**	**19 132.4**	**19 396.5**	**264.1**	**1.4**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$18 326.5	$791.1	4.5%

133. The provision would cover the salaries, common staff costs and staff assessments for the proposed 106 posts of the Office. The higher requirements are attributable to the proposed establishment of three net posts.

	Cost estimates	Variance	
General temporary assistance	$198.8	($532.7)	(72.8%)

134. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position. The lower requirements are attributable to the proposed conversion of three general temporary assistance positions to posts.

	Cost estimates	Variance	
Official travel	$847.0	$6.8	0.8%

135. The official travel requirements are described below.

136. The amount of $260,900 is proposed for travel to undertake the following mission planning/assessment/consultation activities: consulting with Special Representatives of the Secretary-General on the rule of law and security sector reform and providing guidance and assistance ($45,700); reviewing the justice and corrections programmes at peacekeeping missions and assisting with the further planning of those programmes ($87,200); evaluating the disarmament, demobilization and reintegration, resettlement and reintegration programmes and

suggesting changes in approach ($57,500); and reviewing the police operations plans, standard operating procedures and concepts of operations for the police components of peacekeeping missions to better align them with mandates ($70,500).

137. The amount of $523,200 is proposed for travel to undertake the following technical support activities on: the mine action programme ($65,300); the disarmament, demobilization and reintegration programme ($22,600); the planning and/or implementation of security sector reform programmes ($53,600); assessments of individual police officers and formed police units ($371,700); and the provision of training and mentorship support to the African Union Commission and its regional economic mechanisms towards the operationalization of the policing element of the African Standby Force ($10,000).

138. The amount of $32,000 is proposed for travel to participate in the following seminars/conferences/workshops: a meeting of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration; provide briefings to the African Union Commission and its regional economic mechanisms, as well as to the European Union Commission, on the organizational and policy issues relating to United Nations police at peacekeeping operations; the annual meeting with the Foreign and Commonwealth Office; coordination meetings with the World Bank to exchange lessons learned on joint initiatives in field operations; and the Heads of Mine Action Conference.

139. The amount of $30,900 is proposed for travel to participate in the following political consultations: with partners in Europe and North America to ensure coordination among entities engaged in rule of law assistance, and the development and implementation of shared and complementary approaches in the rule of law and security organizations.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$24.2	($1.1)	(4.3%)

140. The amount of $24,200 is proposed for campaign recruitment materials and supplies related to the production of magazines, leaflets and guidance publications.

5. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

141. The Division comprises the Office of the Director, the Integrated Training Service and the Policy and Best Practices Service.

142. The Policy, Evaluation and Training Division is an integrated resource of both DPKO and DFS that provides an institutional capacity for strengthening peacekeeping through the formulation of cross-cutting peacekeeping policy and guidance, the capture and sharing of best practices, the setting of training standards for peacekeeping personnel, the evaluation of programme performance towards mandate implementation, and strategic cooperation within the United Nations and with external partners. The Division provides technical and operational support to Member States and peacekeeping operations in the area of training and serves as the secretariat for the Special Committee on Peacekeeping Operations. It also provides operational support to DPKO and DFS, Member States and peacekeeping operations

in several thematic areas, including: protection of civilians, sexual and gender-based violence, gender, HIV/AIDS, child protection and civil affairs.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent) 1.2 The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations will include an overview on all key policy matters related to peacekeeping operations (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, on peacekeeping partnerships and related issues
- 1 report to the Special Committee on Peacekeeping Operations on the implementation of the recommendations of the Special Committee on Peacekeeping Operations
- 7 briefings to Member States, 12 briefings to the Special Committee on Peacekeeping Operations and 4 briefings to the Security Council and/or the Security Council Working Group on Peacekeeping Operations, on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations
- 4 opening statements by the Under-Secretaries-General for Peacekeeping Operations and Field Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations
- 5 workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues related to peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 The European Union provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation (2013/14: 1; 2014/15: 1; 2015/16: 1)

Outputs

- 1 mechanism established for the identification and potential provision of forms of support from the European Union in the planning and early deployment of peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

3.2 100 per cent of new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 10 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping operations
- 12 briefings to international financial institutions, international and regional organizations and NGOs, on peacekeeping partnerships and related issues
- 6 evaluation reports, comprising 4 mission-focused and 2 thematic evaluations
- 2 joint initiatives or pilot projects to be undertaken with the World Bank at 2 peacekeeping operations (1 each)
- 3 training-of-trainers courses for 75 peacekeeping trainers from Member States, 8 training recognition visits, 3 mobile training support activities, and training development in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations
- 2 peacekeeping predeployment training standards developed and available to all peacekeeping training institutions
- 1 workshop for integrated mission training centre personnel of all peacekeeping operations and 5 training activities and 20 predeployment courses for 320 civilian peacekeeping personnel
- Peacekeeping-specific training courses on senior leadership, management and administration for 95 peacekeeping personnel, including 1 senior mission leaders' course, 2 senior leadership programmes and 1 senior mission administration and resource training programme
- 3 technical and methodological initiatives to support Member States, missions, DPKO and DFS offices and other partners, for the development and delivery of specialized and substantive training curricula and materials for peacekeeping personnel
- 6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions
- 6 reports on lessons learned across peacekeeping missions on policy, reform and operational issues in line with departmental priorities
- 3 additional communities of practice for peacekeeping operations launched or improvement of existing communities
- 1 technical guidance material developed on cross-cutting peacekeeping issues, such as women and peace and security, the protection of civilians, and child protection
- 16 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to women and peace and security, civil affairs, the protection of civilians, child protection, mission transitions and HIV/AIDS

- 3 workshops for mission thematic advisers and focal points for knowledge-sharing and training
- 12 e-newsletters to peacekeeping operations on new knowledge management reports

External factors

Member States will provide the policy guidance and direction necessary for the implementation of the Division's activities

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	2	–	–	–	2	–
P-5	7	–	–	–	7	–
P-4	22	–	1	–	23	1
P-3	15	–	–	–	15	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**48**	**–**	**1**	**–**	**49**	**1**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	14	–	–	–	14	–
Subtotal	**14**	**–**	**–**	**–**	**14**	**–**
Total, posts	**62**	**–**	**1**	**–**	**63**	**1**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	(1)	–	–	(1)
P-3/P-2	–	–	–	–	–	–
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Grand total	**63**	**–**	**–**	**–**	**63**	**–**

(c) Justification of posts

Policy and Best Practices Service, Protection Coordination Team

Conversion of one general temporary assistance position of Coordination Officer (1 P-4) to a post

143. The approved staffing establishment of the Policy and Best Practices Service comprises 20 posts (1 D-1, 2 P-5, 8 P-4, 5 P-3, 1 P-2 and 3 GS (OL)) and one general temporary assistance position of Coordination Officer (P-4), funded from the support account.

144. The Service is organized into thematic teams, including the protection coordination team, which provides advice and guidance to field missions in the development of their protection of civilians mandate implementation strategies and the establishment of early warning mechanisms for threats to civilians. The team studies experiences across missions, extracts lessons and good practices that can be applied to other situations, develops training materials and other tools to better prepare peacekeepers to implement the protection of civilians mandates in constantly evolving and extremely challenging environments.

145. The workload at Headquarters on issues related to the protection of civilians has grown dramatically over the past decade. Today, there are 10 missions implementing protection of civilians mandates, compared with 6 in 2004. In 2011, there were only 2 Protection of Civilians Advisers in field missions; today, there are 14. This translates into a heavy and growing workload at Headquarters in relation to operational support for the field. On average, peacekeeping missions request assistance on a weekly basis for the development of guidance and training on protection of civilians issues. Further, support is requested on a daily basis from Member States, other United Nations partners and external stakeholders for briefings on current protection of civilians challenges, inputs to planning processes of new field missions or missions in transition, and knowledge-sharing.

146. The current growing need for strategic and operational support for the field, advocacy with Member States and legislative bodies, and coordination among the United Nations system and external partners to ensure coherent and effective responses to protection of civilians challenges requires a sustained and reinforced capacity at Headquarters.

147. In this context, it is proposed that the general temporary assistance position of Coordination Officer (P-4) in the Protection Coordination Team be converted to a post to ensure that the missions with civilian protection mandates receive adequate and continuing Headquarters support based on lessons learned, including in developing their comprehensive civilian protection strategies, establishing early warning and information-gathering mechanisms and creating internal mechanisms for the coordination of the protection of civilians. This would ensure that efforts to protect civilians are addressed in a systematic manner on the basis of lessons learned to date.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	10 326.2	10 525.2	10 700.0	174.8	1.7
II. Non-post resources					
General temporary assistance	149.9	201.1	–	(201.1)	(100.0)
Consultants	421.0	484.0	483.7	(0.3)	(0.1)
Official travel	1 507.9	1 659.5	1 761.7	102.2	6.2
Other supplies, services and equipment	582.2	798.5	682.6	(115.9)	(14.5)
Subtotal, II	**2 661.0**	**3 143.1**	**2 928.0**	**(215.1)**	**(6.8)**
Total	**12 987.2**	**13 668.3**	**13 628.0**	**(40.3)**	**(0.3)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$10 700.0	$174.8	1.7%

148. The provision would cover the salaries, common staff costs and staff assessments for the 63 posts proposed for the Division. The higher requirements are attributable to the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	Variance	
General temporary assistance	–	($201.1)	(100.0%)

149. The variance reflects the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	Variance	
Consultants	$483.7	($0.3)	(0.1%)

150. The consultancy requirements are described below.

151. The amount of $322,300 is proposed for the engagement of consultants with technical expertise to develop and deliver training programmes on substantive areas of peacekeeping operations for DPKO ($62,900), DFS ($123,800) and Member States and field operations ($135,600), on such general topics as ethics, management, leadership, integrity awareness and supervision.

152. The amount of $140,700 is proposed for the engagement of consultants with technical expertise for 7.5 person-months, including $50,700 for travel, to undertake four mission-focused and two thematic evaluations supported by staff members who will provide functional expertise in their respective areas. Thematic evaluations are conducted in response to priority issues, identified by DPKO and DFS and/or raised

by Member States through committees, that require attention or new initiatives that can benefit from the evaluation of their cross-cutting aspects. The evaluations will provide DPKO and DFS with a comprehensive assessment and internal evaluation mechanism to assist with and contribute to peacekeeping mission management.

153. The amount of $20,700 would cover external consultants to function as facilitators at DPKO/DFS annual conferences.

	Cost estimates	*Variance*	
Official travel	$1 761.7	$102.2	6.2%

154. The official travel requirements are described below.

155. The amount of $394,600 is proposed for travel to undertake the following mission planning/assessment/consultation activities: delivering policy presentations to peacekeeping operations, national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting and emerging issues, as well as policy development and implementation activities in peacekeeping ($77,000); conducting mission and thematic evaluations ($110,600); ensuring that the guidance and lesson-learning efforts directed by the Policy and Best Practices Service are most responsive to the needs of field operations in such areas as gender, peace and security, civil affairs, the protection of civilians, child protection, mission transition and HIV/AIDS ($162,400); supporting the United Nations-World Bank partnership in thematic areas ($25,900); and meeting with Member States, Europe-based representatives of international organizations and NGOs to support the development of partnerships and coordinate partnership relations ($18,700).

156. The amount of $10,400 is proposed for travel to participate in the following seminars/conferences/workshops: briefings on specific policy initiatives and priorities, and to conduct bilateral meetings with relevant think tanks and NGOs to identify options for increased support for ongoing peacekeeping policy research and analysis; and attendance at international conferences with Member States and think tanks on the implementation of the New Horizon initiative and related priority cross-cutting thematic mandate initiatives.

157. The amount of $1,356,700 is proposed for travel to undertake the following training activities: DPKO training ($182,200); DFS training ($116,800); facilitating training courses and developing standardized training materials for Member States and field operations ($987,700); and facilitating DPKO and DFS annual conferences ($70,000). The training activities would include training-of-trainers courses for peacekeeping trainers from Member States, senior leadership courses, management and administration courses, support for predeployment peacekeeping training exercises organized by Member States for military and police personnel, and training recognition processes to provide support for peacekeeping training courses conducted by Member States and international organizations. The planned activities would enhance mission readiness by improving staff skills in the areas of training, evaluation, mission exercise processes, mission management and leadership, and codes of conduct. This would involve providing support for United Nations civilian predeployment training courses for civilian field personnel, training activities for integrated mission training centres, mission training evaluations, senior leadership induction programme courses and training support.

158. The higher requirements are the result of the variance between fees and travel, but overall training is kept at maintenance level.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$682.6	($115.9)	(14.5%)

159. The amount of $682,600 is proposed to provide for the cost of training materials and supplies related to DPKO training ($79,900); DFS training ($62,800); workshops and training courses for Member States and field operations ($320,900); DPKO/DFS annual/biannual training conferences ($69,000); and the translation and printing of guidance and best practices documents, such as policies, standard operating procedures, guidelines, manuals, after-action reviews, studies on lessons learned, peacekeeping practice notes and training materials ($150,000).

160. The lower requirements are the result of the variance between fees and travel, but overall training is kept at maintenance level.

B. United Nations Office to the African Union

(a) Results-based-budgeting framework

161. UNOAU comprises the Office of the Special Representative of the Secretary-General, the Office of the Chief of Staff, the Political Affairs Section, the Operational Planning and Advisory Section, the Administrative Planning and Advisory Section and the Support Unit, and reports to the Under-Secretaries-General for Peacekeeping Operations and Field Support.

162. In 2015/16, the Office will continue to strengthen its partnership with the African Union by implementing the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security agreed in 2014. The action plans of the framework, which have been formulated with the African Union Peace and Security Department, are focused on the following strategic objectives: strengthened early warning and analysis of current peacekeeping operations; planning and management of peacekeeping operations; improved mechanisms to address issues of common interest at the strategic and technical levels, including the high-level Joint Task Force, the annual desk-to-desk collaboration and annual meetings of members of the United Nations Security Council and the African Union Peace and Security Council; and assistance on resource mobilization for African Union operations.

163. Furthermore, the Office will continue to provide support for the planning, deployment, management and liquidation of peacekeeping operations of the African Union, the regional economic communities and regional mechanisms. The Office will also continue to support the long-term development of the African Union's African Peace and Security Architecture, including the delivery of technical expertise towards the operationalization of the African Standby Force.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 4 consultative mechanisms at separate levels with the African Union on peacekeeping issues are implemented and supported between: the United Nations Security Council and the African Union Peace and Security Council, the Secretary-General and the Chairperson of the African Union Commission; and the United Nations-African Union Joint Task Force on Peace and Security (under the relevant under-secretaries-general and the African Union Commissioners) and peacekeeping desks of the United Nations Secretariat and the African Union Commission (2013/14: 4; 2014/15: 4; 2015/16: 4)
	1.2 2 consultative mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure the coordination and coherence of operational and capacity-building support for the African Union in peacekeeping-related areas (2013/14: 2; 2014/15: 2; 2015/16: 2)
	1.3 100 per cent implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security (2013/14: not applicable; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- Support for the organization of 1 African Union summit to be attended by the Secretary-General or the Deputy Secretary-General
- 1 meeting between the United Nations Security Council and the African Union Peace and Security Council
- 2 meetings of the Joint Task Force on Peace and Security
- 18 presentations to the African Union Peace and Security Council on peacekeeping issues
- 1 high-level consultative meeting with UNOWA and UNOCA
- 1 meeting and 6 videoteleconferences between peacekeeping desks of the Secretariat and the African Union Commission
- 1 annual joint UNOAU-African Union retreat aimed at assessing progress achieved in the implementation and further refinement of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security
- 1 annual report on cooperation in peacekeeping between the United Nations and the African Union; 52 weekly reports on developments in peacekeeping of the African Union; 12 analytical cables on strategic peacekeeping issues of the African Union

- 20 meetings of the African Union Partners Group; 4 meetings of the Peace and Security Cluster of the Ten-Year Capacity-Building Programme; and 4 meetings of each of the 4 subclusters
- 2 information publications to inform a broad public audience of the United Nations-African Union strategic partnership and the activities of the Office in support of the African Union

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 5 pillars of the African Peace and Security Architecture are operational, and the benchmarks of the African Standby Force revised road map III are achieved (2013/14: 4; 2014/15: 5; 2015/16: 5)
	2.2 Implementation of a comprehensive capacity-building strategy incorporating the previous 18 strategies within the framework of the African Peace and Security Architecture (2013/14: 18; 2014/15: 18; 2015/16:1)
	2.3 100 per cent implementation of the AMANI Africa II cycle in accordance with the African Standby Force revised road map III (2013/14: 60 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	2.4 All ongoing African Union peacekeeping operations are fully operational within their authorized mandates (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	2.5 African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate (2013/14: not applicable; 2014/15: not applicable; 2015/16: 1)

Outputs

- 5 annual reports on the achievements of the pillars of the African Peace and Security Architecture
- 12 manuals or standard operating procedures for African Union-led peacekeeping operations and the African Standby Force reviewed and updated
- 18 policies or guidelines produced in support of the African Union Peace and Security Department's capacity-building strategy
- Participation in 18 trainings/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and capacity-building
- Participation in 18 planning meetings or technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping operations and the implementation of agreed policies

- Continued support and guidance for the follow-up activities to the AMANI Africa II field training exercise to test the readiness of the African Standby Force, and for the planning, deployment and management of the potential enhanced AMISOM and Somalia National Forces operations
- Participation in 10 African Union-regional economic community/regional mechanism technical missions in support of the operationalization of the African Standby Force

External factors

The African Union will remain committed to its strategic partnership with the United Nations; donors will provide funding to the African Union to support the implementation of the African Peace and Security Architecture; African Union-led operations will continue; and the African Union will make timely and significant progress in meeting its strategic objectives

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	2	–	–	–	2	–
P-4	20	–	–	–	20	
P-3	3	–	–	–	3	
P-2/P-1	–	–	–	–	–	–
Subtotal	**25**	–	–	–	**25**	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Field service	10	–	–	–	10	–
National General Service	19	–	–	–	29	–
Subtotal	**29**	–	–	–	**29**	–
Total	**54**	–	–	–	**54**	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	6 486.0	6 148.2	6 084.9	(63.3)	(1.0)
II. Non-post resources					
General temporary assistance	–	62.9	94.3	31.4	49.9
Official travel	291.7	327.5	339.5	12.0	3.7
Facilities and infrastructure	152.6	113.8	18.7	(95.1)	(83.6)
Communications	–	267.6	267.6	–	–
Information technology	–	118.0	118.0	–	–
Other supplies, services and equipment	368.2	220.8	176.5	(44.3)	(20.1)
Subtotal, II	**812.5**	**1 110.6**	**1 014.6**	**(96.0)**	**(8.6)**
Total	**7 298.5**	**7 258.8**	**7 099.5**	**(159.3)**	**(2.2)**

(d) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$6 084.9	($63.3)	(1.0%)

164. The provision would cover the salaries, common staff costs and staff assessments for the 54 proposed posts.

	Cost estimates	*Variance*	
General temporary assistance	$94.3	$31.4	49.9%

165. The provision would cover the salaries, common staff costs and staff assessments for the replacement of staff on maternity or sick leave (six person-months for the Professional category and six person-months for the General Service (Other level) category. The higher requirements are attributable to additional leave provision based on recent trends.

	Cost estimates	*Variance*	
Official travel	$339.5	$12.0	3.7%

166. The official travel requirements are described below.

167. The amount of $135,200 is proposed for travel to undertake the following mission planning/assessment/consultation activities: discuss various aspects of peacekeeping, field support and political matters concerning the African Union peacekeeping missions ($34,700); meetings with the African Union to discuss cooperation in support of AMISOM ($6,000); capacity-building strategies related to peacekeeping ($12,900); and the provision of support to the African Union Commission in various areas ($81,600).

168. The amount of $31,700 is proposed for travel to undertake the following technical support activities: support for the establishment of various aspects of the African-led International Support Mission to the Central African Republic operations and capacity-building support provided to the African Union in such areas as planning and priority-setting, training needs and curriculum development, coordination and cooperation, maritime security, conflict prevention and mediation, public information, logistics, mine action, and development of policies, guidelines and concepts of operations ($25,700); support for the implementation of ICT initiatives as a result of recommendations from the AMANI II exercises ($3,700); and support for the AMISOM communication and public outreach strategies ($2,300).

169. The amount of $68,600 is proposed for travel to participate in the following seminars/conferences/workshops: workshops on budget and finance, human resources, medical, contingent-owned equipment, security sector reform, procurement, property and supply management ($43,600); a Umoja workshop in Entebbe ($4,500); the annual conference of Directors and Chiefs of Mission Support ($14,600); seminars and workshops for the planning of future technology projects to be carried out by various missions and offices ($3,400); and the annual public information seminar and journalists' workshop ($2,500).

170. The amount of $104,000 is proposed for travel to attend training courses and workshops to enable staff members to develop substantive knowledge and skills in the areas of civilian crisis management, multidimensional peacekeeping operations, dialogue and mediation, administrative and logistical support, planning and management, and to provide training to the African Union.

	Cost estimates	*Variance*	
Facilities and infrastructure	$18.7	($95.1)	(83.6%)

171. The amount of $18,700 is proposed to provide for stationery and office supplies.

172. The lower requirements are attributable to the Office's co-location with the Economic Commission for Africa.

	Cost estimates	*Variance*	
Communications	$267.6	–	–

173. The amount of $267,600 is proposed for the provision of communications equipment ($40,500) and for services to cover the Office's communications services ($227,100).

	Cost estimates	*Variance*	
Information technology	$118.0	–	–

174. The amount of $118,000 is proposed for the provision of information technology equipment ($83,500); for software licences and fees ($16,700); and for services to cover requirements for the Office's support account share of maintenance and repair of information technology equipment, and information technology infrastructure costs ($17,800).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$176.5	($44.3)	(20.1%)

175. The amount of $176,500 is proposed to provide for petrol, oil and lubricants and liability insurance associated with a fleet of 17 vehicles ($73,300); the Office's contribution to the United Nations Health Care Centre at a rate of $575 per staff member, established by the Centre's Executive Committee on the basis of past expenditure trends ($34,500); printing and production associated with newsletters ($3,000), subscriptions ($5,000); uniforms, flags and decals ($6,000); hospitality, freight and other related administrative charges ($24,000); security services ($13,000); and fees for training courses to be attended by staff members related to management and organizational development, information technology, the hands-on use of videoconferencing and satellite equipment using Inspira and Umoja, and the new telephone system at ECA ($17,700).

176. The lower requirements are attributable to the reduction of costs associated with the vehicles owing to a reduction in holding from 25 to 17 units, partly offset by higher requirements for United Nations Health Care Centre contributions.

C. Department of Field Support

(a) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	3	–	–	–	3	–
D-1	9	–	–	–	9	–
P-5	33	–	2	–	35	2
P-4	87	–	1	–	88	1
P-3	106	–	2	–	108	2
P-2/P-1	4	–	–	–	4	–
Subtotal	**242**	–	**5**	–	**247**	**5**
General Service and related						
Principal level	18	–	–	–	18	–
Other level	140	–	2	–	142	2
Subtotal	**158**	–	**2**	–	**160**	**2**
Total, posts	**400**	–	**7**	–	**407**	**7**

Category	Approved staffing 2014/15	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2015/16	Change
General temporary assistance positions						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	(1)	–	–	–	(1)
P-5	3	–	(2)	–	1	(2)
P-4	5	(1)	(1)	1	4	(1)
P-3	14	–	(2)	–	12	(2)
P-2/P-1	–	–	–	–	–	–
Subtotal	**23**	**(2)**	**(5)**	**1**	**17**	**(6)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	6	–	(2)	–	4	(2)
Subtotal	**6**	–	**(2)**	–	**4**	**(2)**
Total, general temporary assistance positions	**29**	**(2)**	**(7)**	**1**	**21**	**(8)**
Grand total	**429**	**(2)**	–	**1**	**428**	**(1)**

(b) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14)	Apportionment (2014/15)[a]	Cost estimates (2015/16)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	58 020.9	60 822.4	62 024.5	1 202.1	2.0
II. Non-post resources					
General temporary assistance	5 281.5	5 053.1	3 395.1	(1 658.0)	(32.8)
Consultants	84.4	25.0	95.0	70.0	280.0
Official travel	1 443.4	1 408.3	1 386.8	(21.5)	(1.5)
Communications	–	267.5	267.5	–	–
Information technology	–	5 319.8	5 319.8	–	–
Other supplies, services and equipment	1 365.2	84.0	14.0	(70.0)	(83.3)
Subtotal, II	**8 174.5**	**12 157.7**	**10 478.2**	**(1 679.5)**	**(13.8)**
Total	**66 195.4**	**72 980.1**	**72 502.7**	**(477.4)**	**(0.7)**

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

177. The Office of the Under-Secretary-General comprises the front office, the Office of the Assistant Secretary-General, the Senior Leadership Appointment Section, the Programme Implementation Coordination Team, the integrated operational team officers, the Strategic Support Team and the Operational Support Team.

178. The Office includes capacities to propose, manage and report on strategic change management across United Nations field support entities (includes DFS, the Global Service Centre, the Regional Service Centre and mission support at peacekeeping missions); supervise the Department's four functional divisions and the Global Service Centre, which includes UNLB, and the information and communications technology facility at Valencia; carry out internal, interdepartmental and external consultation and coordination as required by the ongoing and anticipated United Nations field operations; ensure the delivery of integrated support to peacekeeping operations through the assignment of specialist support officers to integrated operational teams in DPKO and at UNSOA; manage the selection of personnel for senior leadership positions in field missions; support field missions' senior leadership in the exercise of their core responsibilities and accountability for the conduct and discipline of personnel; monitor the operational and compliance risks associated with the delegation of human, financial, information and communications technology, and physical resource management authority to supported field missions; and provide guidance on the implementation of Umoja- and IPSAS-related roles within the Department and field missions.

179. In 2015/16, the Office will mainstream the principles, methods and goals of the global field support strategy on the delivery of mission support and will continue to direct, coordinate and report on improvements within the Department and across United Nations field support entities that emphasizes timeliness, quality and flexibility of mission support. The Department will pursue a continuous agenda of strategic enhancements and performance oversight for United Nations field support. This will be particularly important, as United Nations field support implements new initiatives in the areas of supply chain management and shared services. Within the Office, the Programme Implementation and Coordination Team will remain responsible for supporting the Under-Secretary-General in the strategic management of, and coordinating change management for, United Nations field support as the global field support strategy is mainstreamed into the work of DFS.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Endorsement by the General Assembly of all recommendations of the Secretary-General on measures to reform support for United Nations peacekeeping, including field support (2013/14: not applicable; 2014/15: not applicable; 2015/16: 100 per cent)
	1.2 Conduct and discipline are addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 96 briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on resource management field support issues
- 10 presentations on resource management and field support issues at conferences, seminars and other public forums
- 8 visits to Member States to discuss resource management and field support issues
- 55 consolidated responses to the reports of the United Nations oversight bodies and 35 consolidated reports on the status of the implementation of some 1,115 recommendations made by the oversight bodies
- Guidance and implementation documents issued on shared services and supply chain management for field support
- 4 reports containing the findings and recommendations made by boards of inquiry
- 24 briefings to Member States and NGOs about the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations
- 2 meetings of the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Comprehensive mission support plans are developed to enable the United Nations to mount new or expanded field operations within the timelines prescribed by the Security Council (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 2 comprehensive mission support plans prepared
- 12 briefings to permanent missions on support services delivered to field missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system (2013/14: 70 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.2 Incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (2013/14:10 days; 2014/15: 10 days; 2015/16: 10 days)

Outputs

- 10 visits to field operations to provide direction to mission leadership on resource management and mission support issues related to mission mandate implementation
- 24 consultations with heads of mission on resource management and mission support issues related to mandate implementation
- 2 technical assessment visits to field operations to prepare mission support plans
- 28 consultations with chief and directors of mission support to review and assess their performance
- 3 outreach visits to expand the candidate pool for senior mission appointments and meet organizational objectives for gender and geographical distribution
- Strategic risk management guidance provided to field operations, based on the analysis of the findings and recommendations contained in 102 reports of the oversight bodies
- Some 1,155 oversight and 472 boards of inquiry recommendations recorded in the oversight and boards of inquiry tracking systems
- 2 workshops for audit focal points and board of inquiry officers in field operations on ways to improve the follow-up of oversight and boards of inquiry recommendations
- 4 operational reviews of internal control frameworks at missions
- 3 operational reviews of board of inquiry procedures at missions
- 3 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct
- Analysis of investigation reports and referral for appropriate disciplinary actions by the United Nations or Member States regarding some 250 allegations of misconduct reported to have been committed in peacekeeping operations, and recording in the misconduct tracking system and tracking of investigations for some 250 category I and 550 category II allegations of misconduct
- Daily average review of 10 staff selection cases submitted for clearance prior to the issuance of an appointment to a peacekeeping operation
- Approximately 200 active delegations of procurement authority managed in the field, including those to directors and chiefs of mission support
- Provision of strategic guidance on acquisition planning to field missions on the basis of the ongoing review of annual mission plans and periodic updates of the plans
- 1 workshop for chief procurement officers from field operations on the delegation of procurement authority, acquisition planning and issues relating to Committee on Contracts review
- 30 letters of representation reviewed for compliance with accountability measures in all areas of mission support

External factors

Support from Member States is provided for the efforts and recommendations to improve the delivery of support for the implementation of mission mandates; support is provided to troop- and police-contributing countries in preventing misconduct and processing misconduct cases; and investigation reports from external investigation entities are received in a timely manner

(b) Human resources requirements

Category	Approved staffing 2014/15	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2015/16	Change
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	2	–	–	–	2	–
P-5	14	–	1	–	15	1
P-4	16	–	1	–	17	1
P-3	9	–	–	–	9	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**42**	**–**	**2**	**–**	**44**	**2**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	17	–	1	–	18	1
Subtotal	**18**	**–**	**1**	**–**	**19**	**1**
Total, posts	**60**	**–**	**3**	**–**	**62**	**3**
General temporary assistance positions						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	(1)	–	–	–	(1)
P-5	1	–	(1)	–	–	(1)
P-4	2	–	(1)	1	2	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**4**	**(1)**	**(2)**	**1**	**2**	**(2)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	(1)
Subtotal	**1**	**–**	**(1)**	**–**	**–**	**(1)**
Total, general temporary assistance positions	**5**	**(1)**	**(3)**	**1**	**2**	**(3)**
Grand total	**65**	**(1)**	**–**	**1**	**65**	**–**

(c) Justification of posts

United Nations Support Office for the African Union Mission in Somalia Headquarters Support Team

Conversion of three general temporary assistance positions (1 P-5 Senior Support Officer, 1 P-4 Support Officer, 1 GS (OL) Administrative Assistant) to posts

180. The approved staffing of the UNSOA Headquarters Support Team comprises three general temporary assistance positions (1 P-5, 1 P-4 and 1 GS (OL)), funded from the support account. The Team is dedicated to supporting the operations of AMISOM through UNSOA and the special political mission for Somalia (UNSOM) of the Department of Political Affairs. The Team is a mission-specific resource that focuses primarily on assisting the missions and senior management with the strategic planning, policy guidance and implementation of all aspects of the UNSOA mandate, and requires close coordination with the relevant offices at Headquarters and with the African Union. In addition, its dedicated capacity is ensuring efficient, effective and timely service delivery to the mission, as well as in the management of relationships with key partners.

181. As the African Union continues to expand the AMISOM area of operations beyond Mogadishu, the scale and complexity of UNSOA operations increase, as does the UNSOA staff presence in Somalia, with the associated risks to United Nations staff. Furthermore, AMISOM and UNSOM are not peacekeeping missions and therefore do not have the support of an integrated operational team. Thus, there is a continued requirement to retain the UNSOA Headquarters Support Team at its present strength to provide the capacity necessary for strategic planning and coordination at Headquarters. The Support Team is critical to ensure that relevant policy and strategic-level recommendations are presented in a timely manner to DFS senior management and properly coordinated with the relevant oversight, financial and regulatory bodies.

182. In this context, it is proposed that the general temporary assistance positions of Senior Support Officer (P-5), Support Officer (P-4) and Administrative Assistant (GS (OL)) be converted to posts. The conversion would ensure a dedicated capacity at Headquarters facilitating direct and timely access to information as conditions arise that might require a quick response, while ensuring continuity in that high-level strategic decisions and key priorities for Somalia are clearly communicated to UNSOA in a timely manner and implemented in its internal planning and discussions.

183. The Team would also be responsible for developing recommendations on tackling arising challenges, while highlighting the operating risks faced by the mission. Further, the Team would continue to ensure that senior management is kept informed on a regular basis on key progress in the implementation of the UNSOA mandate, road blocks and any required strategic-level decisions needed to ensure that UNSOA has the support necessary to permit its operation. A lack of such resources to ensure proper planning, policy implementation and support strategy would have an adverse impact on the ability of DFS to support UNSOA in delivering its mandate to AMISOM and UNSOM.

(d) Justification of general temporary assistance positions

Operational Support Team

Planning Officer (1 P-4 position — MINUSCA, continuation)

184. The approved staffing for the Operational Support Team comprises four posts (1 D-1, 1 P-5, 1 P-4 and 1 GS (OL)) and one general temporary assistance position (P-4 — MINUSCA), funded from the support account. The Team is dedicated to strengthening the capacity of the Office of the Assistant Secretary-General to integrate at the departmental level all operational activities across DFS, the Global Service Centre and the Regional Service Centre, with a particular emphasis on the initial mission start-up and establishment phase.

185. The scale, scope and complexity of the MINUSCA mission and its associated backstopping requirements are expected to increase through the 2015/16 period and to remain at a consistently high-dynamic operational pace, requiring cross-cutting and integrated support across the Department to meet the deployment surges, transitions and repatriations, replacement capacities, major programmatic activities and expanded tasks.

186. The expansion in scale, scope and complexity reinforces the need for a dedicated capacity to support MINUSCA, including to assist in the oversight, planning and coordination of support to ensure effective responsiveness to mission support requirements in meeting critical establishment timelines and major projects; manage the transition from the initial military surge to its replacement by police capacities; address and coordinate cross-cutting and operational support requirements across the Department and the Secretariat; maintain liaison and engage with Member States and regional organizations at the technical level in support of the operational support requirements of the Mission; foster and maintain the coordination of inter-mission and regional support for the Mission; and coordinate the application to MINUSCA of lessons learned and the collection of lessons from the Mission's operations for application in the future.

187. In the light of the dynamic situation in the Central African Republic, it is proposed that the general temporary assistance position of Planning Officer (P-4) be continued.

Conduct and Discipline Unit

Disciplinary Officer (1 P-4 position, new)

188. The approved staffing for the Conduct and Discipline Unit comprises 12 posts (1 D-1, 2 P-5, 3 P-4, 2 P-3, 1 P-2 and 3 GS (OL)) funded from the support account. The Unit provides technical advice and substantive guidance to field missions and DFS leadership on policies and procedures related to misconduct.

189. Over the past two years, the Unit has handled a significantly increased number of cases involving the placement of staff on administrative leave with or without pay, from 20 in 2013 to 81 in 2014, and anticipates that it will handle a similar or greater number in 2015. This increase is due to the increased focus on accountability and a better understanding by field missions of this interim measure. The above-mentioned requests entail the review and analysis of evidence and mission submissions, the preparation of recommendations and notifications to the staff member, and subsequent monitoring to ensure that appropriate steps are taken prior

to the expiration of the cases. In view of the fact that the maximum period for the placement of staff on administrative leave with or without pay is three months, a single case generally requires repeated review, follow-up and renewed submission.

190. The Unit is also responding to a growing number of requests by staff members for the review of administrative decisions by the Management Evaluation Unit and/or requests for suspension of action before the United Nations Dispute Tribunal, again often in relation to administrative leave decisions. Each case requires liaison with the field mission concerned and the preparation of responses to the legal arguments raised by the claimants. Given the substantial rise in the number of staff members on administrative leave, it is anticipated that this workload and responsibility will continue to grow, given the commitment to strengthen accountability in enforcement.

191. In this context, it is proposed that a general temporary assistance position of Disciplinary Officer (P-4) be established to support missions' requests to place staff members on administrative leave with or without pay, when appropriate. Strong legal and advocacy skills are required to analyse mission submissions against the Organization's policies, procedures and evolving case law and prepare responses to the legal bodies that are reviewing cases. The changing nature of the work done by the Unit requires an additional officer with significant legal expertise. Lapses or delays in processing allegations of misconduct and in following up on disciplinary actions have a detrimental effect on the efforts of the Organization to uphold the highest standards of conduct and zero tolerance.

(e) Financial resource requirements

(Thousands of United States dollars)

				Variance	
	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	9 350.9	10 183.6	10 662.4	478.8	4.7
II. Non-post resources					
General temporary assistance	1 683.7	984.1	397.6	(586.5)	(59.6)
Official travel	280.0	441.1	441.1	–	–
Subtotal, II	**1 963.7**	**1 425.2**	**838.7**	**(586.5)**	**(41.2)**
Total	**11 314.6**	**11 608.8**	**11 501.1**	**(107.7)**	**(0.9)**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$10 662.4	$478.8	4.7%

192. The provision would cover the salaries, common staff costs and staff assessments for the 63 proposed posts. The higher requirements are attributable to the proposed conversion of three general temporary assistance positions to posts.

	Cost estimates	*Variance*	
General temporary assistance	$397.6	($586.5)	(59.6%)

193. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions. The lower requirements are attributable to the proposed conversion of three general temporary assistance positions to posts and the discontinuation of one general temporary assistance position.

	Cost estimates	*Variance*	
Official travel	$441.1	–	–

194. The official travel requirements are described below.

195. The amount of $385,200 is proposed for travel to undertake the following mission planning/assessment/consultation activities: visiting major troop- and police-contributing countries, major financial contributors and peacekeeping missions to discuss and advise on field support issues and mandate implementation ($258,000); observing the implementation of shared services and supply chain management through participation in steering committees at the Global Service Centre and the Regional Service Centre, in Brindisi and Entebbe, respectively, and visits to select peacekeeping missions ($89,900); reviewing the exercise of delegations of procurement authority and field procurement procedures jointly with the Headquarters Committee on Contracts of the Department of Management ($15,000); and providing advice and updates on conduct and discipline issues ($22,300).

196. The amount of $32,800 is proposed for travel to undertake the following technical support activities: providing guidance to field operations' internal control frameworks to improve internal control systems and reduce repeated audit findings ($20,300); and providing support on board of inquiry matters by guiding missions in reviewing their procedures and by providing advice ($12,500).

197. The amount of $23,100 is proposed for travel for senior leadership outreach visits to Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes to expand the candidate pool for senior appointments in the field.

2. Field Budget and Finance Division

(a) Results-based-budgeting framework

198. The Field Budget and Finance Division comprises the Office of the Director, the Budget and Performance Reporting Service and the Memorandum of Understanding and Claims Management Section. In 2015/16, the Division will continue to focus on efficiencies and the financial stewardship of peacekeeping operations, while ensuring effective mandate delivery.

199. Given the continued growth in peacekeeping operations, the Division will continue its efforts in 2015/16 to focus on the affordability of peacekeeping through efficiency gains, synergies in resourcing and the prioritization of requirements. Separately, a new framework for reimbursement to troop- and police-contributing countries came into effect on 1 July 2014, along with the recommendations of the

2014 Working Group on Contingent-Owned Equipment to strengthen equipment deployed by contingents. With the introduction of new linkages between reimbursements to troop- and police-contributing countries and the effectiveness of military and police deployments to field operations, it is proposed that the existing resources of the Division be realigned to strengthen its capacity to administer these reforms. In this context, the establishment of a Reimbursement Policy and Liaison Section is proposed to coordinate mechanisms across the Departments of Field Support and Peacekeeping Operations to align reimbursements with effective capabilities in the field and administer the reimbursement framework.

200. The Division will also continue to provide input and assistance for the implementation of Umoja and IPSAS, as well as the implementation of shared administrative services provided to field missions.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Contingent-owned equipment reimbursement claims assessed and processed quarterly within 3 months of the end of the relevant quarter (2012/13: 3 months; 2013/14: 3 months; 2014/15: 3 months)
	1.2 Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- Assessment and calculation for all contingent-owned equipment reimbursement claims and death and disability compensation claims for all relevant field operations
- Assessment, administration, verification and certification of premium "risk" payments for military and police contingents for risk and rapid deployment of critical new enabling capability
- Assessment and calculation of deductions to personnel reimbursement due to absent and non-functional major equipment in all field operations
- 4 quarterly briefings and provision of advice to Member States on policies and procedures relating to the personnel and equipment reimbursement frameworks for contingent and death and disability compensation for military and police personnel
- Negotiations completed for up to 12 memorandums of understanding regarding new contingents deployed to field operations, and amendments to up to 20 existing memorandums
- 20 briefings to Member States on the personnel and equipment reimbursement frameworks for contingents, including 4 predeployment visits to troop- and police-contributing countries
- Quarterly reports to troop- and police-contributing countries on gaps in required contingent-owned equipment and the status of memorandums of understanding for reimbursement for contingent-owned equipment and letters of assist

- Implementation of a framework for the collection of data from Member States and work on major policy issues for the 2017 Working Group on Contingent-Owned Equipment
- Identification of resource implications for 6 proposals to the Security Council with significant financial and field support implications

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Funding arrangements in place for new, expanding or transitioning field operations within 21 days of the adoption of a related Security Council resolution (2013/14: not applicable; 2014/15: not applicable; 2015/16: 21 days)

Outputs

- Provision of 4 resource plans and cost estimates for the implementation of new or expanding field operations mandated by the Security Council, including the application of the standardized funding model for new peacekeeping missions endorsed by the General Assembly
- Direct support for the establishment of field financial and budgetary functions for two new or restructured field operations
- Support for all aspects of the integrated planning and initial deployment of new, expanding and transitioning field operations
- Negotiation completed for up to 10 memorandums of understanding regarding the oversight and reimbursement of contingents deployed to new missions
- Monitoring the cap of the premium as approved by the General Assembly and reporting thereon to the Assembly

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Reduction in the average cost per uniformed person deployed in peacekeeping operations (2013/14: not applicable; 2014/15: 1 per cent, 2015/16: 1 per cent)

Outputs

- Cross-cutting assistance and regulatory advice to all field operations on the formulation of budget proposals and performance reports, the maintenance and preparation of financial accounts and field processes and the management of available resources
- Comparative analysis and management reports on major resourcing elements in all field operations to improve cost-effectiveness in field resourcing
- Coordination and preparation of 16 strategic guidance documents on major resourcing priorities to guide the development of annual budget proposals by all field operations
- Annual revisions to the standard resourcing allocation and prices for implementation in field operations
- Coordination of 6 reviews of major resource elements across field operations and participation in civilian staffing reviews for up to 6 field operations
- Analysis of the major resourcing aspects of up to 3 major, multidimensional projects with implications for field operations

- Administration of residual matters relating to 4 field missions being liquidated, including follow-up on outstanding and disputed payments, reconciliation and closure of remaining bank accounts, and compliance with administrative requirements
- 10 visits to provide on-site support to field operations, including the development of major budget priorities, analysis of major cost efficiencies and the implementation of financial administration initiatives
- Development of a revised field financial process to strengthen resource stewardship and realize the benefits of the implementation of IPSAS, Umoja and shared services arrangements at field operations

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	3	–	1	–	4	1
P-4	16	–	–	–	16	–
P-3	21	–	1	–	22	1
P-2/P-1	1	–	–	–	1	–
Subtotal	**43**	**–**	**2**	**–**	**45**	**2**
General Service and related						
Principal level	4	–	–	–	4	–
Other level	27	–	1	–	28	1
Subtotal	**31**	**–**	**1**	**–**	**32**	**1**
Total, posts	**74**	**–**	**3**	**–**	**77**	**3**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	(1)	–	–	(1)
P-4	–	–	–	–	–	–
P-3	1	–	(1)	–	–	(1)
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**–**	**(2)**	**–**	**–**	**(2)**

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2015/16*	*Change*
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	(1)	–	–	–
Subtotal	**1**	–	**(1)**	–	–	**(1)**
Total, general temporary assistance positions	**3**	–	**(3)**	–	–	**(3)**
Grand total	77	–	–	–	77	–

(c) Justification of posts

Memorandum of Understanding and Claims Management Section

Conversion of one general temporary assistance position (P-3 Finance Officer (MINUSCA)) to a post

201. The approved staffing establishment of the Memorandum of Understanding and Claims Management Section comprises 20 posts (1 P-5, 4 P-4, 7 P-3, 2 GS (PL) and 6 GS (OL)) and 3 general temporary assistance positions (1 P-5, 1 P-3 and 1 GS (OL)), funded from the support account. The Section is responsible for administrating contingent owned-equipment and personnel reimbursements.

202. Given the ongoing impact on the Section of the workload related to MINUSCA, it is proposed that the general temporary assistance position of Finance Officer (P-3) for the backstopping of MINUSCA be converted to a post, as the functions performed of processing contingent owned-equipment and other claims, reviewing and analysing arrival and verification reports with memorandums signed, and completing required amendments to reflect actual equipment and self-sustainment capabilities deployed for MINUSCA are of a continuous nature. Furthermore, the functions require the provision of briefings on and clarifications of the memorandums of understanding amendment and contingent owned-equipment process to troop- and police-contributing countries and other counterparts.

Reimbursement Policy and Liaison Section

Redeployment of five posts (2 P-4 Finance Officer, 1 P-3 Finance Officer and 2 GS (OL) Administrative Assistant) to the proposed Reimbursement Policy and Liaison Section

203. The adoption of General Assembly resolution 67/261, in which the Assembly approved the recommendations and conclusions of the Senior Advisory Group on reimbursement to troop- and police-contributing countries and related issues, has highlighted the importance of personnel and contingent-owned equipment reimbursement frameworks and their role in enhancing the effectiveness of United Nations peacekeeping.

204. The implementation and administration of the new personnel reimbursement framework are complex and increasingly important in enhancing the wider

effectiveness of peacekeeping contingents. The decisions of the General Assembly also recognized the important links between personnel and contingent-owned equipment reimbursement, as well as the need for robust support for the Assembly in continuing to monitor the implications of reimbursement requirements for troop- and police-contributing countries and the effectiveness of peacekeeping operations.

205. It is therefore proposed that existing resources in the Division be rearranged to establish a new Reimbursement Policy and Liaison Section, reporting directly to the Office of the Director. In focusing on legislative, policy and decision-making mechanisms associated with reimbursement to troop- and police-contributing countries, the new Section would form a role common to both personnel and contingent-owned equipment reimbursement for contingents, and a single focal point for both frameworks for communication, coordination and liaison with troop- and police-contributing countries and other Member States. The proposed staffing establishment of the team would comprise 7 posts (1 P-5 Chief of Section, 1 P-4 Finance Officer, 1 P-4 Programme Officer, 1 P-3 Finance Officer and 3 GS (OL) Administrative Assistant) funded from the support account. It is proposed that those posts be redeployed from the Memorandum of Understanding and Claims Management Section.

206. The functions to be performed by the proposed Section would allow systematic and timely communication with Member States, including regular briefings; a dedicated capacity for the ongoing review, analysis and presentation of issues related to reimbursement policy; and enhanced strategic planning through a more integrated approach to understanding the impact of both personnel and equipment reimbursement. Specific responsibilities will include coordination, data collection, the development of major issues, and support for meetings of the triennial Working Group on Contingent-Owned Equipment and the administration of the four-yearly survey of personnel costs incurred by troop- and police-contributing countries. The new Section will also prepare reports to troop- and police-contributing countries on the status of reimbursements and administer assessment and decision-making mechanisms across the Departments of Peacekeeping Operations and Field Support with regard to payment of the new premiums for contingents for risks and critical enabling capabilities.

Conversion of two general temporary assistance positions (1 P-5 Senior Programme Officer and 1 GS (OL) Administrative Assistant) to posts in the Memorandum of Understanding and Claims Management Section to be redeployed to the proposed Reimbursement Policy and Liaison Section

207. In support of the new personnel reimbursement framework, two general temporary assistance positions (1 P-5 Senior Programme Officer and 1 GS (OL) Administrative Assistant (GS (OL)) were approved in 2013/14 and continued in 2014/15. These resources are expected to be continuously required to support the administration of the new personnel reimbursement framework.

208. The implementation of the new framework includes a number of complex elements not previously incorporated into the determination of troop reimbursement amounts. For example, the Section is required to provide ongoing liaison efforts and briefings to Member States, including predeployment briefings; maintain liaison within the Secretariat in establishing "premium payments" for risk and enabling capabilities; further review the costs incurred by troop- and police-contributing

countries through the survey of troop costs; and participate in efforts aimed at recognizing the strengthened link between operational requirements and payments to troop-contributing countries.

209. In the light of those requirements, it is proposed that the two general temporary assistance positions (1 P-5 Senior Programme Officer and 1 GS (OL) Administrative Assistant) approved for the Memorandum of Understanding and Claims Management Section be converted to posts for the newly proposed Reimbursement Policy and Liaison Section. The Senior Programme Office would provide leadership for the overall functions of the proposed Section, while the Administrative Assistant would provide administrative and liaison support for the activities encompassed in the implementation of General Assembly resolution 67/261.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14) (1)	Apportionment (2014/15) (2)	Cost estimates (2015/16) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	9 327.8	10 920.9	11 418.9	498.0	4.6
II. Non-post resources					
General temporary assistance	420.4	478.7	–	(478.7)	(100.0)
Consultants	48.2	–	–	–	–
Official travel	572.5	133.4	130.5	(2.9)	(2.2)
Other supplies, services and equipment	1 341.1	–	–	–	–
Subtotal, II	**2 382.2**	**612.1**	**130.5**	**(481.6)**	**(78.7)**
Total	**11 710.0**	**11 533.0**	**11 549.4**	**16.4**	**0.1**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$11 418.9	$498.0	4.6%

210. The provision would cover the salaries, common staff costs and staff assessments for the 77 proposed posts. The higher requirements are attributable to the proposed conversion of three general temporary assistance positions to posts.

	Cost estimates	Variance	
General temporary assistance	–	($478.7)	(100.0%)

211. The variance is attributable to the proposed conversion of three general temporary assistance positions to posts.

	Cost estimates	*Variance*	
Official travel	$130.5	($2.9)	(2.2%)

212. The official travel requirements are described below.

213. The amount of $11,200 under mission planning/assessment/consultation activities is proposed for travel with the Fifth Committee delegates of Member States during their annual visit to field operations in order to present the nature of the challenges encountered in carrying out the Organization's mandates.

214. The amount of $94,700 is proposed for travel to undertake the following technical support activities: providing on-site guidance with the mission-led budget development process ($39,000); developing major mission-specific and cross-cutting improvements in financial administration practices, including the implementation of IPSAS and Umoja and shared services arrangements ($22,900); providing briefings to troop- and police-contributing countries on contingent-owned equipment reimbursement, memorandums of understanding and reimbursement policies and procedures ($16,400); and additional engagement with troop-contributing countries with regard to the implementation of the contingent-owned equipment and personnel reimbursement frameworks ($16,400).

215. The amount of $24,600 is proposed for travel to organize or participate in the following seminars/conferences/workshops: a finance and budget workshop in Entebbe to provide on-site support to field operations ($8,200); and an IPSAS/Umoja workshop to brief field-based finance and budget officers on the changes made to finance and budget processes as a result of new policies, procedures and systems ($16,400).

3. Field Personnel Division

(a) Results-based-budgeting framework

216. The Field Personnel Division comprises the Office of the Director, the Field Personnel Operations Service and the Field Personnel Specialist Support Service.

217. The main priorities of the Field Personnel Division for the 2015/16 period are to continue to provide dedicated human resources planning, strategic advisory services and operational support to peacekeeping operations. The Division will continue to support peacekeeping operations in fulfilling their mandates by providing operational and policy implementation guidance, outreach efforts, roster maintenance and succession planning, career support and guidance, monitoring of compliance services, organization design and classification and operational workforce planning to maintain a high-quality civilian workforce.

218. To sustain organizational reform efforts in the field, including Inspira, the global mobility and career development framework, Umoja, and the mainstreaming of the principles, methods and goals of the global field support strategy, it is proposed that the structure of the Division be realigned to better support field missions with the changes in business workflow across all levels of human resources management and to strengthen its accountability.

219. Accordingly, it is proposed that the Field Personnel Division comprise the Office of the Director and three pillars: the Quality Assurance and Information Management Section, the Field Personnel Operations Service and the Field

Personnel Specialist Support Service. The proposed restructuring of the Division, within existing resources, is detailed below.

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Peacekeeping missions in a start-up, expansion or transition phase meet the incumbency rate target range specified in the Compact during reporting period (2013/14: incumbency rate target ranges for international and national staff; 2014/15: incumbency rate target ranges for international and national staff; 2015/16: incumbency rate target ranges for international and national staff)
	2.2 Reduction of the lead time for recruitment from the roster (2013/14: not applicable; 2014/15: 59 days; 2015/16: 54 days)
	2.3 Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the central review bodies (2013/14: 21 per cent; 2014/15: 24 per cent; 2015/16: 27 per cent)

Outputs

- Maintenance of a workforce plan, including analysis of supply and demand, forecast requirements and projected future trends
- Maintenance of rosters across 25 job families, with at least 1,500 new candidates endorsed by the central review bodies for immediate selection against mission vacancies
- Engagement with 3 Member States to develop outreach initiatives through consultations and 3 outreach visits to troop- and police-contributing countries as part of the electronic compendium of partners by region and outreach material on 24 occupational groups

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All stable peacekeeping operations achieve the annual average incumbency target rates specified in the Compact for their staffing table authorization of national and international civilian personnel (2013/14: incumbency rate target ranges for international staff and for national staff; 2014/15: incumbency rate target ranges for international staff and for national staff; 2015/16: incumbency rate target ranges for international staff and for national staff)

Outputs

- Direct strategic advisory, performance measurement and monitoring of all 58 delegated human resources management authority in field operations
- 7,000 posts classified in all peacekeeping missions

- 2,000 field personnel provided with career guidance, career planning answers to mobility- and career-related queries
- Visits to 3 peacekeeping missions to deliver on-site advice and technical support, including locally recruited national and international staff, in the light of the roll-out of the global mobility and career development framework, the deployment of Umoja, process changes, staffing reviews, downsizing and drawdown
- Direct personnel administrative support for 72 functionalities for operations without delegated human resources management authority for 6,649 international staff
- 2 global staff management meetings with the Field Joint Negotiation Committee and 1 Staff Management Committee meeting
- Legal and policy guidance and responses provided to over 300 informal and formal cases and enquiries from field missions, the Management Evaluation Unit, the Office of the United Nations Ombudsman and Mediation Services, OHRM and other offices
- 4 meetings with OHRM and ICSC to advocate for field staff concerns and conditions of service in the field
- 3 human resources management courses developed and available for human resources practitioners at field missions
- 2,000 help desk requests fulfilled for information management services related to field human resources
- 5 joint comprehensive civilian staffing reviews

External factors

The demand for human resources services by clients will not exceed projected expectations; the recruitment estimates are based on the assumption that all rostered candidates maintain indefinite membership status

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	2	–	–	–	2	–
P-5	7	–	–	–	7	–
P-4	11	–	–	–	11	–
P-3	23	–	1	–	24	1
P-2/P-1	2	–	–	–	2	–
Subtotal	**46**	**–**	**1**	**–**	**47**	**1**

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
General Service and related						
Principal level	8	–	–	–	8	–
Other level	56	–	–	–	56	–
Subtotal	**64**	**–**	**–**	**–**	**64**	**–**
Total, posts	**110**	**–**	**1**	**–**	**111**	**1**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	(1)	–	–	1	(1)
P-3	13	–	(1)	–	12	(1)
P-2/P-1	–	–	–	–	–	–
Subtotal	**15**	**(1)**	**(1)**	**–**	**13**	**(2)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	4	–	–	–	4	–
Subtotal	**4**	**–**	**–**	**–**	**4**	**–**
Total, general temporary assistance positions	**19**	**(1)**	**(1)**	**–**	**17**	**(2)**
Grand total	**129**	**(1)**	**–**	**–**	**128**	**(1)**

(c) Justification of posts

Restructuring of the Field Personnel Division

220. The Field Personnel Division currently comprises two pillars: the Field Personnel Operations Service, which consists of four geographic sections (Africa I, Africa II, Europe and the Americas, and Asia and Middle East) and the Entitlements and Travel Section; and the Field Personnel Specialist Support Service, which consists of the Guidance and Organizational Design Section, the Quality Assurance and Information Management Section and the Recruitment, Outreach and Career Development Section.

221. Given the Division's priority of continuing to provide dedicated human resources planning, strategic advisory services and operational support to peacekeeping operations, and taking into consideration Inspira, the global mobility and career development framework, and the global field support strategy, it is proposed that the Division be restructured. A realignment is necessary to group similar functions together, maintain the independence of the Quality Assurance and Guidance Units and provide efficient support to field missions, while developing

synergies within teams to improve the quality of service delivery in an integrated, accountable and transparent manner.

222. As the current structure does not equip the Division to adequately respond to rapidly developing organizational reform efforts and support the changing requirements in the field, it is proposed that the two existing pillars be reorganized into a three-pillar structure with the existing staffing establishment.

Quality Assurance and Information Management Section

223. The Quality Assurance and Information Management Section, currently part of the Field Personnel Specialist Support Service pillar, would serve as a third pillar in order to adequately reflect the Division's emphasis on policy, reporting and compliance. The proposed staffing establishment of the new proposed Section would comprise 27 posts (1 P-5, 3 P-4, 8 P-3, 2 P-2, 2 GS (PL) and 11 GS (OL)), inclusive of the proposed conversion of one general temporary assistance position to a post.

224. The Quality Assurance and Information Management Section, which, it is proposed, would be headed by a Chief of Section (P-5), would strengthen the Division's capabilities in the areas of quality assurance, policy guidance and compliance and performance measurement, including through direct accountability to the Director of the Division. The Section would coordinate all activities related to compliance and monitoring of the performance of human resources management functions; formulate recommendations on the basis of findings from monitoring and performance measurement activities and ensure guidance for field missions to improve quality and efficiency; assess the effectiveness of human resources management operations against performance indicators, plans and results and recommend corrective measures to ensure the achievement of goals and objectives; and develop monitoring framework tools and guidance materials.

225. It is proposed that the Section comprise three Units: the Quality Assurance Unit, the Information Management and Performance Compliance Monitoring Unit and the Guidance Unit.

Quality Assurance Unit

Conversion of one general temporary assistance position (1 P-3 Human Resources Officer — Administration of Justice) to a post

226. The proposed staffing establishment of the Quality Assurance Unit would comprise 6 posts (1 P-4; 2 P-3; 1 P-2 and 2 GS (OL)) and one general temporary assistance position (P-3) proposed for conversion to a post, funded from the support account. The Unit would serve as the focal point for disputes being resolved through the formal and informal internal administration of justice system, provide oversight of human resources management functions at the field missions and in the Field Personnel Division, and ensure consistency and standardization in the application of United Nations human resources management rules, policies and procedures, in order to mitigate financial, operational and managerial risks associated with the performance of human resources functions at peacekeeping operations.

227. The Field Personnel Division is responsible for accommodating requests from the Management Evaluation Unit, which require in-depth fact-finding exercises on the part of the Quality Assurance Unit, in conjunction with field missions and other

stakeholders in the Division, and analysis of the facts against policies and rules to support a formal response. Owing to the professional nature of the United Nations Dispute Tribunal, the incumbent assists with the delivery of requirements, in terms of both the quantity and the quality of responses. Furthermore, the incumbent serves as the Department's focal point for all matters related to the Office of the United Nations Ombudsman and Mediation Services, which, given the increased focus on informal resolution in the new justice system, has resulted in additional requirements, deliverables and follow-up actions for the Field Personnel Division. At the appeal level, through the Dispute Tribunal, there is also increased scrutiny of administrative decisions. The incumbent serves as the Department's legal and policy focal point for the Administrative Law Section of OHRM and plays a key role in providing legal and policy advice to peacekeeping operations regarding their responses to appeals in order to ensure the correct and consistent application of human resources rules and policies.

228. The significant increase in functions and requirements resulting from the administration of justice system has given rise to continued demands beyond the existing capacity of the Division. Given the persistent increase in the number of cases submitted, as reflected in the table below, it is proposed that the general temporary assistance position of Human Resources Officer (P-3) be converted to a post to support the Department in its relationship with the Office of Administration of Justice.

Type of case	*2008*	*2009*	*2010*	*2011*	*2012*	*2013*	*2014*
Administrative appeals/requests for review/ management evaluation	33	50	86	153	265	280	370
Cases with the Ombudsman	37	25	40	59	56	63	39
Total	**70**	**75**	**126**	**212**	**321**	**343**	**409**

229. While efforts have been made to absorb within existing resources the additional workloads described above, the significant increase in functions resulting from the new system of administration of justice gives rise to continued needs beyond the capacity of the existing resources of the Unit.

Information Management and Performance Compliance Monitoring Unit

230. The proposed staffing establishment of the Information Management and Performance Compliance Monitoring Unit would comprise 16 posts (1 P-4, 4 P-3, 1 P-2, 2 GS (PL) and 8 GS (OL)) funded from the support account. The Unit would continue to manage, produce and analyse data used in the management of human resources in United Nations field operations and for reporting to the legislative bodies, Member States and senior leadership in the Secretariat; develop, maintain and support automated information management systems and their application for human resources management; provide reports and statistical analysis to support the Division's strategic and operational initiatives; support human resources information technology applications for the Division and the field; and administer and archive the official status files of international staff in field operations. In addition to its current functions, the Unit would be responsible for the development of a monitoring and compliance framework for delegated authorities, for the task of

monitoring the human resources management scorecard and performance compliance for each mission, and for the analysis of transactional processing trends at the mission level, including service centres and shared service arrangements.

Guidance Unit

231. It is proposed that the Guidance and Organizational Design Section of the Field Personnel Specialist Support Service be divided into two Units. The guidance function of the Section would report to the Quality Assurance and Information Management Section and be named the Guidance Unit. This change would allow accountability for the Section's cross-cutting support role vis-à-vis field missions. The Section would have a dedicated policy guidance capacity in the area highlighted in the human resources integrated framework of the global field support strategy. This would allow for a comprehensive and clear focus on strategic human resources issues and the development of human resource plans from a global field perspective, while ensuring high-quality human resources advice and the consistency of human resources practice across the Field Personnel Operations Service, the Field Personnel Specialist Support Service and field missions.

232. The proposed staffing establishment of the Guidance Unit would comprise 2 posts (1 P-4 and 1 P-3) funded from the support account. The Unit would provide advice on human resources policy and field staff management relations across the Division and for all field missions and would advocate conditions of service reflecting the needs of field missions.

Field Personnel Specialist Support Service

233. The proposed staffing establishment of the Field Personnel Specialist Support Service would comprise 21 posts (1 D-1, 2 P-5, 4 P-4, 6 P-3 and 8 GS (OL)) and 16 general temporary assistance positions (12 P-3 and 4 GS (OL)) funded from the support account, and 1 post (P-2) funded from the regular budget.

234. The Service would continue to be headed by a Chief of Service at the Deputy Director (D-1) level and would comprise three units/ sections: the Outreach and Workforce Planning Section; the Career Development and Human Resources Capacity-Building Unit and the Recruitment Section. The proposed structure, which divides the existing Recruitment, Outreach and Career Development Section, is aimed at consolidating and strengthening capacity-building functions within the Division and at emphasizing workforce planning functions and outreach, with a focus on gender and troop- and police-contributing countries.

Outreach and Workforce Planning Section

235. The proposed staffing establishment of the Outreach and Workforce Planning Section would comprise five posts (1 P-5, 2 P-4, 1 P-3 and 1 GS (OL)) funded from the support account. The Section would ensure that missions attract and retain qualified talent, that gaps or future needs for talent are identified and appropriately filled and that missions' plans are appropriate for the evolving life cycle. The outreach function would focus on the development and implementation of strategies to attract candidates from troop- and police-contributing countries, as well as to attract, retain and advance women, in particular at senior levels, through the institutionalization of developed senior women pipelines. The Section would also be responsible for continuing the series of civilian staffing reviews.

Career Development and Human Resources Capacity-Building Unit

236. The proposed staffing establishment of the Career Development and Human Resources Capacity-Building Unit would comprise 8 posts (1 P-4, 4 P-3 and 3 GS (OL)) funded from the support account. The Unit would continue to develop and implement, in collaboration with OHRM, career development strategies, frameworks and tools as well as succession management plans. The establishment of human resources capacity-building functions within the Unit is necessitated by the reprofiling of the Chief Human Resources Officer function in the field, which took place in March 2013 in the context of the integrated human resources framework under the global field support strategy and which calls for broader knowledge of human resources policies to allow for support for more complex missions and the capacity to support enterprise initiatives. In addition, it is necessitated by the need to strengthen the human resources capacity at field missions in the context of further delegations of authorities and responsibilities.

Recruitment Section

237. The proposed staffing establishment of the Recruitment Section would comprise 6 posts (1 P-5, 1 P-4, 1 P-3 and 3 GS (OL)) and 16 general temporary assistance positions (12 P-3 and 4 GS (OL)) funded from the support account and 1 post (P-2) funded from the regular budget. The Section would focus on developing and maintaining rosters, facilitating the timely issuance of job opening announcements, assisting missions with recruiting the appropriate talent and preparing for the deployment of the global mobility and career development framework in the field, including the implementation framework and prerequisites for the global mobility and career development framework.

Field Personnel Operations Service

238. The proposed staffing establishment of the Field Personnel Operations Service would comprise 58 posts (1 D-1, 4 P-5, 3 P-4, 9 P-3, 6 GS (PL) and 35 GS (OL)) funded from the support account.

Regional sections

239. It is proposed that the four existing geographically focused sections in the Field Personnel Operations Service (Africa I, Africa II, Europe and the Americas, Asia Middle East) be streamlined into three Sections: the East and Central Africa Section; the West Africa, Europe and Americas Section; and the Asia and Middle East Section. This structure would better align with the need for dedicated support for field missions and allow for better monitoring of the quality and timeliness of the human resources management services provided to staff members by the missions, including the application of policy guidance and the development of staffing requirements and mission-level human resources support plans and expert advice for the integrated operational teams, particularly during the planning phase for new, expanding and transitioning missions.

240. The proposed staffing establishment of the East and Central Africa Section would comprise 15 posts (1 P-5, 1 P-4, 2 P-3, 2 GS (PL) and 9 GS (OL)) and 1 general temporary assistance position (P-4) funded from the support account and 4 posts (1 P-4 and 3 GS (OL)) funded from the regular budget. The proposed staffing establishment of the West Africa, Europe and Americas Section would

comprise 11 posts (1 P-5, 2 P-3, 2 GS (PL) and 6 GS (OL)) funded from the support account and 1 post (P-2) funded from the regular budget. The proposed staffing establishment of the Asia and Middle East Section would comprise 11 posts (1 P-5, 2 P-3, 1 GS (PL) and 7 GS (OL)) funded from the support account and 1 post (GS (OL)) funded from the regular budget.

241. The three regional Sections would ensure: the provision of technical and operational support; guidance on policy implementation and clarification; the recommendation of solutions to highly complex and exceptional cases; and the examination of the alignment of the mission's human resources with the mandate and the recommendation of adjustments. To this end, the three regional Sections would focus on supporting missions in developing staffing requirements; participating in mission planning processes and analysing staffing structures; conducting the monitoring of the performance of human resources management functions at individual field missions; and monitoring post and staffing table management, reporting on mission-specific issues and conducting focused operational workforce planning for individual field missions. The proposed consolidation would allow for better information-sharing, the application of consistent guidelines and the creation of capacity for strengthened monitoring and compliance.

Organizational Design and Classification Unit

242. A part of the proposal to divide the Guidance and Organizational Design Section, currently reporting to the Field Personnel Specialist Support Service, into two Units, it is proposed that the organizational design function be moved to the Field Personnel Operations Service and be named the Organizational Design and Classification Unit. The proposed staffing establishment of the Organizational Design and Classification Unit would comprise 8 posts (1 P-4, 2 P-3 and 5 GS (OL)) funded from the support account. This proposal would be aligned with desk support functions in the areas of operational workforce planning, the development of staffing structures and templates, the coordination of the review of staffing requirements and the classification of posts at field missions. It would also allow for better alignment of the mandate of the Field Personnel Operations Service to implement foundation concepts and operationalize initiatives and support mission planning processes, conduct budget analysis activities and the design of suitable organizational structures, including staffing table reviews, and oversee the classification of posts in the field and provide guidance and coordination with regard to the development of staffing requirements at field missions.

Rapid Response and Travel Section

243. As human resources transactional processes are increasingly being delegated to field missions and shared service centres, and given the continued demand for Headquarters expert support and surge capacity for start-up, reconfiguration and downsizing, it is proposed that the Entitlements and Travel Section be reprofiled. The Section would be renamed the Rapid Response and Travel Section, and the staffing establishment of the Rapid Response and Travel Section would continue to comprise 9 posts (1 P-5, 1 P-4, 1 P-3 and 6 GS (OL)) funded from the support account, with the 1 P-5, 1 P-4 and 1 P-3 becoming part of the staffing establishment of the Rapid Response Team.

244. The proposed Rapid Response Team would provide dedicated support and surge capacity to missions during critical phases of their life cycle (start-up, transition, downsizing, or crisis management) at short notice while being backstopped by the regional desks and without disrupting the Division's ongoing, overall work in support of the missions globally. This would support the implementation of the Division's mandate to more effectively and promptly support the deployment, establishment and transition of peacekeeping missions in response to Security Council mandates. It has become evident that dedicated support is needed during periods of significant change and while human resources capacity is being built in the field.

245. The Rapid Response and Travel Section would continue to provide support for travel and entitlements as missions take up the delegation and require backstopping support.

(d) Justification of general temporary assistance positions

Field Personnel Specialist Support Service

Recruitment Section

Human Resources Officers (12 P-3 positions — occupational group managers, continuation)

Human Resources Assistants (4 GS (OL) positions, continuation)

246. Each of the 12 occupational group managers is responsible for: developing an annual plan for the issuance of job openings through workforce planning; reviewing applications for eligibility and overseeing job openings; conducting substantive assessments by subject-matter experts (expert panels); serving as secretary to the expert panel under his or her purview and consolidating the findings and interview reports of the panels for presentation to the field central review bodies; monitoring the incumbency rates in the field missions for positions in his or her occupational group; managing his or her assigned roster; determining priority outreach activities to address gaps in the roster, especially with regard to gender, language and geographical representation; determining the rotation options for staff members currently serving in the field; providing process and procedural support to field recruiters and hiring managers on the Inspira recruitment platform; and participating in, contributing to and representing field missions in working groups on recruitment issues instituted by OHRM.

247. The work of the occupational group managers is increasing significantly with the deployment of Inspira to field missions. In particular, they support mission staff, especially hiring managers, in the development and delivery of training on Inspira. The occupational group managers have a critical role in managing the workflow for all Inspira vacancies, including pre-screening and the oversight of job openings. They also ensure that French translations have been completed for all job openings. As roster managers, they will be advising missions on the availability of roster candidates for the profile being sought, ensuring consistency between the vacancy and the generic job profile.

248. The functions of occupational group managers are continuing in nature and are vital to the approach to rostering and to the success of the implementation of the talent management system (Inspira). In its review and analysis of the structure of the Secretariat for managing and sustaining peacekeeping operations, pursuant to

General Assembly resolution 61/279, OIOS recommended the periodic rotation of staff performing financial and human resources functions as a best practice to enhance internal control. Accordingly, it is proposed that 16 general temporary assistance positions (12 Human Resources Officer (P-3) and 4 Human Resources Assistant (GS (OL)) be continued so that the functions described above can be undertaken by experienced field staff on assignment to Headquarters from their parent duty station in the field for a maximum period of two years.

Field Personnel Operation Service

East and Central Africa Section

Human Resources Officer (1 P-4 position — MINUSCA, continuation)

249. In order to address the increased demands on the planning and backstopping capacity of the Field Personnel Division regarding MINUSCA, one general temporary assistance position of Human Resources Officer — MINUSCA (P-4) was approved by the General Assembly, in its resolution 68/283, for the Africa I Section, proposed to become the new East and Central Africa Section. While efforts have been made to absorb the additional functions performed by the general temporary assistance position of Human Resources Officer, within the existing staffing, the significant size and complexity of MINUSCA has given rise to immediate demands beyond the capacity of the existing levels of the resources of the Section.

250. Given the complexity and size of the Mission, the generation of civilian capacity to support the mandated tasks in an unstable environment in a landlocked country with limited infrastructure and absorption capacity is a major challenge that requires sustained support. This requires a high level of coordination between the Mission and the Field Personnel Division through a dedicated Human Resources Officer. In this context, it is proposed that the general temporary assistance position of Human Resources Officer, MINUSCA (P-4), be continued to ensure that a dedicated resource is available to support the Mission.

251. The incumbent would continue to ensure that all necessary delegations of authority for recruitment are effectively implemented and that all control mechanisms are in place for the sustained provision of high-quality human resources support services to the Mission. The incumbent would assist in reviewing the proposed mission staffing table to ensure correlation with the Mission's mandate and plan, while assisting the Mission in the provision of strategic advisory services, planning activities and other strategic functions.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	14 528.7	14 826.0	15 132.5	306.5	2.1
II. Non-post resources					
General temporary assistance	2 793.7	3 054.7	2 563.6	(491.1)	(16.1)
Consultants	36.2	25.0	95.0	70.0	280.0
Official travel	120.0	194.9	184.7	(10.2)	(5.2)
Other supplies, services and equipment	24.1	84.0	14.0	(70.0)	(83.3)
Subtotal, II	**2 974.0**	**3 358.6**	**2 857.3**	**(501.3)**	**(14.9)**
Total	**17 502.7**	**18 184.6**	**17 989.8**	**(194.8)**	**(1.1)**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$15 132.5	$306.5	2.1%

252. The provision would cover the salaries, common staff costs and staff assessments for the 111 proposed posts. The higher requirements are attributable mainly to the proposed conversion of one general temporary assistance position of Human Resources Officer — Administration of Justice (P-3) to a post.

	Cost estimates	Variance	
General temporary assistance	$2 563.6	($491.1)	(16.1%)

253. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 17 general temporary assistance positions. The lower requirements are attributable to the discontinuation of one 9-month P-3 general temporary assistance position and one P-4 general temporary assistance position of Human Resources Officer (MINUSMA), approved by the General Assembly in its resolution 68/283, and the proposed conversion of one general temporary assistance position of Human Resources Officer — Administration of Justice (P-3) to a post.

	Cost estimates	Variance	
Consultants	$95.0	$70.0	280.0%

254. The consultancy requirements are as follows.

255. The amount of $5,000 is proposed for the engagement of a consultant with technical expertise for 14 days to design and implement a training module specifically addressing women in leadership positions at field missions. The training would be aimed at enhancing the leadership skills of internal managers and sensitizing external female managers with regard to United Nations-specific

leadership skills. The training is expected to increase the number of qualified women applying at the Director level at field missions and, consequently, to increase the total number of women on the rosters of candidates endorsed by the central review bodies.

256. The amount of $20,000 is proposed for the engagement of a consultant with technical expertise in benchmarking for 30 days to develop mission staffing structure templates reflecting the optimal size of mission substantive and support components.

257. The amount of $70,000 is proposed to provide for service to classify 7,000 posts to comply with the principle of equal pay for equal work and to determine the level of the posts as a requirement for Inspira, Umoja, mobility and workforce planning. The levels of all peacekeeping posts are determined and their titles are associated with the job codes.

258. The higher requirements are attributable to consultancy linked to the post classification exercise.

	Cost estimates	*Variance*	
Official travel	$184.7	($10.2)	(5.2%)

259. The official travel requirements are described below.

260. The amount of $37,000 is proposed for travel to undertake the following mission planning/assessment/consultation activities: one mission support visit to assist with the implementation of delegated human resources management authority, focusing on missions with noted problems or weaknesses in exercising delegated authority in recruitment and administrative responsibilities ($12,600); one visit to start-up mission support civilian staff recruitment and the implementation of human resources structure ($14,300); and two mission support visits to monitor the strategic human resources outcomes and the service quality of the back office ($10,100).

261. The amount of $31,800 is proposed for travel to undertake the following technical support activities: providing advice to staff at peacekeeping missions through town hall meetings, group sessions and individual one-to-one counselling on career development opportunities in order to enhance mobility, increase retention rate and staff development.

262. The amount of $87,500 is proposed for travel to participate in the following seminars/conferences/workshops: the annual career development round table, at which best practices in human resources management are shared among practitioners within the United Nations system to further improve the Division's career development support for field staff ($3,300); the annual human resources conference, updating practitioners across the Secretariat on challenges and practices in human resources ($24,200); the annual meeting of the Staff-Management Committee to provide advice and guidance on staff-management issues related to peacekeeping operations, including issues relating to mobility and conditions of service in the field ($21,200); the ICSC meeting on conditions of service, at which the Division represents field views in the policymaking process ($3,800); two meetings of the Field Joint Negotiation Committee ($24,400); one workshop to promote senior women at field missions ($6,800); and one conference to share best practices and standardize policies on volunteers recruitment and management across field missions ($3,800).

263. The amount of $28,400 is proposed for travel to undertake two outreach visits to troop- and police-contributing countries to raise awareness with respect to opportunities for recruitment at field missions.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$14.0	($70.0)	(83.3%)

264. The amount of $14,000 is proposed for promotional materials and job fair kiosks associated with outreach activities, and recruitment advertising in various publications ($10,000); and the rental of an offsite facility for a divisional retreat to discuss the Division's priorities, results-based budgeting and strategy ($4,000).

265. The lower requirements are attributable to the reduced requirements for promotional materials and job fair kiosks.

4. Logistics Support Division

(a) Results-based-budgeting framework

266. The Logistics Support Division comprises the Office of the Director, the Strategic Support Service and the Strategic Transport Service.

267. The Logistics Support Division is responsible for developing and promulgating policies, guidelines and procedures and monitoring compliance with respect to carrying out logistics functions at field operations. The Director provides strategic advice on logistical matters, monitors and assesses the delivery of strategic transportation and support services, assesses the safety of aviation operations and directs the delivery of strategic transportation and specialist support services in the functional areas of air transport, ground transport, engineering, medical and supply. Furthermore, the Division is responsible for the property management framework and monitors compliance with the IPSAS valuation and reporting requirements for plant and equipment and inventory. The Division coordinates its activities with its counterparts at the Global Service Centre, including the Regional Aviation Safety Office and the Engineering Standardization and Design Centre: asset management, strategic deployment stocks and operational mission support.

268. In mainstreaming the principles, methods and goals of the global field support strategy into the delivery of mission support, during 2015/16 the Division will continue to focus in further developing performance management and oversight capacities and addressing the challenges arising in the areas of environment, waste management and fixed assets accounting and management following the implementation of IPSAS at field missions. The Division will also focus on supply chain management to further improve support for the field missions.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 No negative comments are contained in the legislative reports on the work of the Division with Member States and troop- and police-contributing countries (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- 15 logistical and technical support briefings to permanent missions and troop- and police-contributing countries
- Input to 15 reports of the Secretary-General relating to logistics support

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (2013/14: 90 days; 2014/15: 90 days; 2015/16: 90 days)

Outputs

- 6 mission-specific force requirements reviewed
- 3 meetings with multinational partners to identify and establish functional arrangements within areas of logistic cooperation in the field
- Maintenance of 100 logistics-related systems contracts and establishment of: 1 system contract for field medical personnel, 1 system contract for medical equipment and 4 system contracts for weaponry
- Logistics planning and support provided to 1 field mission in a start-up or surge phase
- 4 technical assessment mission reports for peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Verification of 100 per cent of the property, plant and equipment and financial inventory held at peacekeeping operations against relevant IPSAS accounting standards (2013/14: 99.8 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent for property, plant and equipment; 2013/14: 99.9 per cent; 2014/15:100 per cent; 2015/16: 100 per cent for financial inventory)
	3.2 Increased compliance of peacekeeping operations with established light passenger vehicle holding policies (2013/14: 89 per cent; 2014/15: 90 per cent; 2015/16: 93 per cent)
	3.3 Rate of evaluation of vendors through the surface transport supplier appraisal system at peacekeeping missions maintained at 100 per cent (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/2016: 100 per cent)
	3.4 Implementation of all recommendations of the Board of Auditors regarding the management of field logistics outstanding from the previous period (2013/14: 75 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

	3.5 Missions have access to a valid systems contract 365 days a year (2013/14: not applicable; 2014/15: 365 days; 2015/16: 365 days)

Outputs

- 12 meetings with troop- and police-contributing countries to address memorandum of understanding shortfalls as identified in mission-specific contingent-owned equipment and memorandum of understanding management review boards
- 10 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls of major equipment and self-sustainment
- 4 engineering assessment reports in field operations on progress of construction and engineering projects
- 31 surface transport systems contracts evaluated through the surface transport supplier appraisal system
- Maintenance of 2 multi-year contracts, one for a wide-body passenger aircraft to support strategic troop movements in support of global troop rotations at peacekeeping operations and one for the provision of commercial movement specialists to assist troop- and police-contributing countries in their preparation of cargo and related documentation prior to deployment to peacekeeping missions
- Development of 1 multi-year contract for the provision of passenger transport services mainly between troop- and police-contributing countries from Africa and African-based peacekeeping missions
- 6 manuals/polices developed or updated and implemented: 1 water policy and 1 waste management policy fully developed and promulgated, 1 medical manual, 1 fuel operations manual and 1 rations manual updated and implemented, and 1 movement control manual implemented at field missions
- 5 briefings at conferences and to troop- and police-contributing countries on the medical support concept at peacekeeping operations
- Maintenance of systems contract for the provision of food rations at all peacekeeping missions
- 5 medical technical assessment mission visits to field missions and medical predeployment visits to 2 troop- or police-contributing countries
- Technical site visits to fuel installations and facilities at MONUSCO, UNIFIL and UNMISS
- Establishment of an inventory and maintenance management system for United Nations-owned weapons and ammunition
- 9 aviation safety assessment reports in field aviation activities and 4 technical assessment reports for commercial vendors
- 25 on-site aviation quality inspections of air operators and 17 on-site aviation quality assurance audit of field missions
- Development and implementation of a framework for supply chain management
- 4 workshops/in-house training sessions for staff from field missions, regional service centres and Headquarters who deal with supply chain management

External factors

Troop- and police-contributing countries will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops, formed police unit personnel and contingent-owned equipment; and vendors and suppliers will be able to deliver goods and services on time

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	3	–	–	–	3	–
P-5	7	–	–	–	7	–
P-4	34	–	–	–	34	–
P-3	46	–	–	–	46	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**90**	**–**	**–**	**–**	**90**	**–**
General Service and related						
Principal level	2	–	–	–	2	–
Other level	32	–	–	–	32	–
Subtotal	**34**	**–**	**–**	**–**	**34**	**–**
Total, posts	**124**	**–**	**–**	**–**	**124**	**–**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–
P-4	1	–	–	–	1	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**2**	**–**	**–**	**–**	**2**	**–**
Grand total	**126**	**–**	**–**	**–**	**126**	**–**

(c) Justification of general temporary assistance positions

Logistics Operations Section

Senior Logistics Officer (1 P-5 position, MINUSCA, continuation)

269. The approved staffing establishment of the Logistics Operations Section comprises 16 posts (4 P-4, 8 P-3 and 4 GS (OL)) and 1 general temporary assistance position (P-5) funded from the support account. The Section provides the road map for planning, organizing, training and equipping peacekeeping missions with all logistics support required to run a field mission. It also provides standards for assessing and evaluating overall performance in the logistics support programme. The general temporary assistance position was approved by the General Assembly in its resolution 68/283, on the backstopping of MINUSCA.

270. The surge needs of MINUSCA will continue beyond its initial start-up phase and will continue to result in considerable additional workload for the Logistics Operations Section, which plays a key role in logistics planning, oversight, analysis, coordination, direction and advice. In 2015/16, the Section will continue to assess logistics needs, ensure logistics provision in line with the logistics support concept, ensure continued provision for military enablers and provide efficient, economic and sound logistics solutions integrating military, civilian and in-house capabilities.

271. In this context, it is proposed that the general temporary assistance position of Senior Logistics Operations Officer (P-5) be continued. The incumbent would provide guidance to the team backstopping MINUSCA; review and analyse the logistical needs of and corresponding support provided to the Mission; and coordinate with internal and external resource providers so that operations are efficient and cost effective. The incumbent would also provide logistical and technical support briefings to Member States; finalize logistical inputs to reports of the Secretary-General; and guide predeployment visits to troop- and police-contributing countries to assess logistical support capabilities and advise Member States as to whether there are sufficient amounts and/or shortfalls of items under the categories of major equipment and self-sustainment.

Strategic Support Service

Engineering Section

Planning Officer (Engineer) (1 P-4 position, MINUSCA, continuation)

272. The approved staffing establishment of the Strategic Support Service comprises 46 posts (1 D-1, 4 P-5, 13 P-4, 15 P-3, 1 GS (PL) and 12 GS (OL)), distributed across the front office and four sections (the Engineering Section, the Supply Section, the Contingent-Owned Equipment/Property Management Section and the Medical Support Section), and one general temporary assistance position of Planning Officer (P-4), funded from the support account. The general temporary assistance position was approved by the General Assembly in its resolution 68/283 for the backstopping of MINUSCA.

273. The Engineering Section carries out its mandate with specific emphasis on policy development and compliance monitoring, long-term planning, engineering-related systems contract management, internal and external performance audit and quality assurance. The surge needs of MINUSCA will continue to bring considerable additional workload to the Section. MINUSCA will require significant engineering support considering the reality on the ground after deployment, new construction

projects and the fact that maintenance work is expected to continue. The successful deployment of the Mission will depend on engineering service delivery being properly planned and coordinated.

274. In this context, it is proposed that the general temporary assistance position of Planning Officer (Engineer) (P-4) be continued. The incumbent would interact with all appropriate parties for the provision of required programming inputs and technical guidance for subsequent engineering conceptual designs and engineering asset activities; liaise with relevant partners to support the Mission's engineering requirements and the development of the scope of work for all those involved in the project, letters of assist and memorandums of understanding; and subsequently manage high-value and complex solicitation processes and oversee implementation.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	19 859.3	19 676.6	19 614.7	(61.9)	(0.3)
II. Non-post resources					
General temporary assistance	181.7	535.6	433.9	(101.7)	(19.0)
Official travel	284.0	400.4	400.4	–	–
Subtotal, II	**465.7**	**936.0**	**834.3**	**(101.7)**	**(10.9)**
Total	**20 325.0**	**20 612.6**	**20 449.0**	**(163.6)**	**(0.8)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$19 614.7	($61.9)	(0.3%)

275. The provision would cover the salaries, common staff costs and staff assessments for the 124 proposed posts.

	Cost estimates	*Variance*	
General temporary assistance	$433.9	($101.7)	(19.0%)

276. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two general temporary assistance positions. The lower requirements are attributable to the discontinuation of the P-3 general temporary assistance position for 10 months approved by the General Assembly in its resolution 68/283 for the backstopping of MINUSCA.

	Cost estimates	*Variance*	
Official travel	$400.4	–	–

277. The official travel requirements are described in the paragraphs below.

278. An amount of $357,000 is proposed for travel to undertake the following mission planning/assessment/consultation activities: coordinating the delivery of logistics goods and services to client missions and making improvements in consultation with Member States ($26,400); undertaking on-site aviation quality inspections and quality assurance activities ($39,800); assessing the status of air operations and aviation safety in selected peacekeeping missions to identify areas of safety concern and provide recommendations to mitigate risk ($39,500); assessing the challenges faced by mission with regard to current practice on supply chain management ($26,500); holding coordination meetings with the Transportation and Movements Integrated Control Centre in Entebbe, Uganda, missions' movement control sections, port authorities, government officials and freight companies in order to make further improvements in movement support ($24,500); ensuring compliance with the DPKO/DFS fuel manual ($21,600); monitoring the utilization of physical resources in compliance with policies and procedures on property management ($22,300); evaluating the operational support provided by the missions' vehicle fleet and monitoring the implementation of the quality assurance programme ($20,200); conducting assessments based on the specific situation of each mission with a view to adjusting the size and composition of the vehicle fleet for greater efficiencies and savings ($11,600); assessing engineering projects ($24,800); assessing the implementation of the rations standards ($8,300); assessing the functional status and level of preparedness of medical facilities with respect to their capacity to manage medical emergencies and crisis situations ($43,100); assessing logistics support capabilities and advising Member States as to whether there are sufficient amounts and/or shortfalls of items under the categories of major equipment and self-sustainment ($25,600); and monitoring and overseeing mission activities for the implementation of water and waste management policies ($22,800).

279. An amount of $40,600 is proposed for travel to undertake the following technical support activities: carrying out technical inspections aimed at improving the implementation of water and power supply system contracts in the missions ($17,800); and providing technical and operational analysis for the establishment of a major systems contract and the assessment of the implementation of warehousing guidelines ($22,800).

280. An amount of $2,800 is proposed for travel to attend an aircraft exhibition and meet with industry specialists with a view to acquiring updated knowledge on the latest air technology and reducing the time needed to achieve the technical prequalification of potential air technology vendors.

5. Information and Communications Technology Division

(a) Results-based-budgeting framework

281. The Information and Communications Technology Division comprises the Office of the Director, the Field Communications and Information Technology Operations Service and the Field Technology and Security Operations Section.

282. The Division delivers audio, video, high-speed-data and network capability and provides technology-based solutions and geospatial information to peacekeeping operations and UNSOA, as well as DPKO and DFS at Headquarters. During the 2015/16 period, the Division will focus on providing ongoing geospatial and ICT support services to DPKO and DFS at Headquarters and automated solutions to the global service centres in Brindisi, Italy, and in Valencia, Spain, and

to the Regional Service Centre in Entebbe, Uganda. The Division will also continue to support the implementation of Umoja in the field.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 The Security Council is provided, within 3 days of request, with up-to-date geospatial information, satellite imagery and thematic analysis maps relating to matters in question (2013/14: 3 days; 2014/15: 3 days; 2015/16: 3 days)

Outputs

- 3 analysis reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery
- Analysis, coordination and harmonization of Second Administrative-level Boundaries data from 10 Member States

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Communications links established within 20 hours of arrival of the ICT equipment in new peacekeeping operations (2013/14: 24 hours; 2014/15: 24 hours; 2015/16: 20 hours)
	2.2 Provision of up-to-date geospatial information and maps to Headquarters within 9 days of a request being made (2013/14: 10 days; 2014/15: 9 days; 2015/16: 9 days)

Outputs

- Geospatial and ICT support for new peacekeeping operations in response to newly established Security Council mandates
- Updated geospatial database (or United Nations map) on 2 priority areas for peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent availability to all peacekeeping operations of established ICT infrastructure and existing ICT applications (2013/14: not applicable; 2014/15: not applicable; 2015/16: 99 per cent)

Outputs

- ICT support for the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all field missions
- 5,910 audio- and videoconferencing services provided to field operations, including technical and day-to-day operational support

- Statements of work prepared and technical evaluation carried out for 2 planned systems contracts and monitoring and administration of 35 existing contracts for ICT services and equipment
- 15 disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises carried out
- Optimized existing ICT systems and infrastructure in all field missions, including support to Umoja
- Technical evaluation for 1 system contract for the provision of geospatial information products and administration of 4 existing system contracts for the provision of geospatial information software and satellite imagery
- Geospatial datasets from 2 field missions to fulfil information requirements for responding to crises
- Development and deployment of standard, integrated situational awareness tools to field missions to enhance information collection, validation, analysis and distribution

External factors

Security considerations in field missions will not prevent the successful implementation of systems and the provision of ICT services; accuracy and availability of geospatial information provided by Member States

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	2	–	–	–	2	–
P-4	10	–	–	–	10	–
P-3	7	–	–	–	7	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**21**	–	–	–	**21**	–
General Service and related						
Principal level	3	–	–	–	3	–
Other level	8	–	–	–	8	–
Subtotal	**11**	–	–	–	**11**	–
Total	**32**	–	–	–	**32**	–

(c) Justification of posts

Restructuring

Renaming the Cartographic Section of the Field Communications and Information Technology Operations Service

283. It is proposed that the Cartographic Section, which is part of the Field Communications and Information Technology Operations Service, be renamed the Geospatial Information Section in order to reflect the expansion of its activities, from a map-production to an information-management entity that produces or co-produces, with other information management offices, sophisticated analytical products for use in the decision-making processes of the Secretariat. Such a name change would help the Section to better convey the nature of its activities to users of its services and partners inside and outside the Secretariat, as well as align it with the practice at UNLB and in the field missions.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	4 954.2	5 215.3	5 196.0	(19.3)	(0.4)
II. Non-post resources					
General temporary assistance	202.0	–	–	–	–
Official travel	186.9	238.5	230.1	(8.4)	(3.5)
Communications	–	267.5	267.5	–	–
Information technology	–	5 319.8	5 319.8	–	–
Subtotal, II	**388.9**	**5 825.8**	**5 817.4**	**(8.4)**	**(0.1)**
Total	**5 343.1**	**11 041.1**	**11 013.4**	**(27.7)**	**(0.3)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$5 196.0	($19.3)	(0.4%)

284. The provision would cover the salaries, common staff costs and staff assessments for the 32 proposed posts.

	Cost estimates	*Variance*	
Official travel	$230.1	($8.4)	(3.5%)

285. The official travel requirements are described below.

286. An amount of $129,100 is proposed for travel to carry out the following mission planning/assessment/consultation activities: undertaking visits to validate mission preparedness for compliance with the Umoja Extension human resources

element, assess the effectiveness of existing systems and ongoing initiatives for optimizing these solutions and ensure adherence to governance processes and policies ($25,700); reviewing priorities and aligning resources, strengthening operations, ensuring compliance with policies and standards, establishing agreement on intended outcomes and results, assessing the impact on the Division of a changing environment, implementing ongoing staffing reviews, identifying opportunities for the nationalization of posts and outsourcing, and reviewing the feasibility of establishing an ICT training programme for national staff to enhance local recruitment and the nationalization of posts in coordination with the Field Personnel Division ($56,400); undertaking visits to the Global Service Centre to assess the effectiveness of existing information technology systems and ensure the effective implementation of the disaster recovery and business continuity plan, with a view to optimizing support to field missions in alignment with the global field support strategy and Umoja, to review compliance of software development policies and procedures, and to assess capacity in ICT development ($42,000); facilitating a coordination meeting on a co-production strategy and process for global maps and geodata production with relevant European institutions, the European Commission and the European Union ($3,200); and participating in the Technical Committee on Boundary Issues of the United States ($1,800).

287. An amount of $8,500 is proposed for travel to undertake the following technical support activities: providing technical support and advice to the African Union in the areas of border demarcation, border mapping and border information systems; and transferring geographic information systems technology to the African Union by providing system set-up assistance, developing geodata schemata and providing associated training.

288. An amount of $92,500 is proposed for travel to participate in the following seminars/conferences/workshops: the ICT senior leadership conferences for field and Headquarters ICT managers to review the five-year strategic plan for ICT in the field ($8,600); the annual ICT senior leadership conference with troop-contributing countries and implementing partners on mission-specific, long-term collaboration and voluntary contributions by Member States for direct or indirect support to ICT training, coaching and planning, with capability packages ($8,600); the biannual meetings of the International Computing Centre Management Committee to follow up on policy matters, the Centre's mandate, and matters related to projects and services ($8,600); the biannual meetings of the Working Group on Emergency Telecommunications and of the Inter-Agency Telecommunications Advisory Group to provide a status report on ongoing projects of general interest and the implementation of ICT common services in peacekeeping operations ($17,200); the United Nations Committee of Experts on Global Geospatial Information Management to respond to technical substantive questions ($8,500); the annual meeting of the United Nations Geographic Information Working Group to discuss and exchange information on geographical information systems ($8,300); workshops to support the United Nations Committee of Experts on Global Geospatial Information Management and the technical coordinating office on Second Administrative-level Boundaries ($16,700); and workshops on the consolidation of mission applications at the Global Service Centre and related information security ($16,000).

	Cost estimates	Variance	
Communications	$267.5	–	–

289. An amount of $267,500 is proposed for the provision of non-standard resources for the acquisition of two videoconferencing terminals and monitors ($42,000) and the replacement of four videoconferencing terminals and monitors ($84,000); spare parts for communications equipment ($30,200); and mobile office licences ($111,300).

	Cost estimates	Variance	
Information technology	$5 319.8	–	–

290. An amount of $5,319,800 is proposed for the provision of non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees, and contractual services for ongoing support to meet peacekeeping business needs, as summarized in the table and detailed in the paragraphs below.

(United States dollars)

Equipment	22 000
Software	65 000
Software licences and fees	321 200
Contractual services: ongoing support	
Call centre/help desk support	1 218 900
DPKO/DFS application support	1 271 100
Disaster recovery and business continuity operational support	240 000
Videoconferencing support	1 180 100
Maintenance of field applications	1 001 500
Total	**5 319 800**

291. The amount proposed for specialized information technology equipment ($22,000) would cover requirements for the replacement of monitors and spare parts and supplies.

292. The amount proposed for software ($65,000) would cover fees for external technical support for technologies used by DFS and DPKO ($50,000) and geographic information systems map design and publishing software ($15,000).

293. The amount proposed for software licences and fees ($321,200) would cover requirements to maintain and support existing software and systems, graphic design software, database design and maintenance support tools, technical standards reference and compliance tools, performance management maintenance and support renewal, and security and identity management tools.

294. The resources for contractual personnel specialized in information technology are estimated on the basis of memorandums of understanding or contract agreements established with the International Computing Centre and the United Nations Office for Project Services (UNOPS), including a personnel administration cost of 8 per

cent, or with other approved vendors for ongoing support services and development projects, as detailed in the paragraphs below. Contractual services at Headquarters are undertaken by a staffing complement of 46 contractual personnel working at levels equivalent to those working under the United Nations grade level system. A provision for facilities and infrastructure requirements has been included in the contractual rates below. A provision for desktop services under the information technology standard-level agreement with OICT has been estimated for contractual personnel at Headquarters and included under information technology in the central department or office responsible.

Ongoing support services

Call centre support

295. An amount of $1,218,900 is proposed for contractual services for continued global, round-the-clock call centre support for Headquarters and field ICT operations, which include tier 1 technical support and the management of service requests for DPKO/DFS critical applications, through daily interaction with users and coordination with other service teams, DFS focal points and external parties until final resolution.

296. The provision includes salaries and operating costs for nine contractual personnel (1 Programme Manager (P-5), 1 Help Desk Supervisor (P-3), 1 Help Desk Coordinator (P-2) and 6 Help Desk Technicians/Dispatchers (GS (OL))).

Department of Peacekeeping Operations/Department of Field Support application support

297. An amount of $1,271,100 is proposed for contractual services to provide support at the tier 2 level for all Lotus Notes applications utilized at Headquarters by DPKO and DFS personnel, including electronic storage, tracking, archival and retrieval systems and the mail action records system, support for web-based applications, change management and user training. The applications supported are used by DPKO and DFS personnel at Headquarters and facilitate interaction with peacekeeping operations. The provision includes salaries and operating costs for 15 contractual personnel (2 Systems Managers (P-4), 3 Systems Analysts (P-3), 2 Senior Database Analysts (P-3), 1 Technical Writer (P-3), 1 Database Analyst (P-2) and 6 Systems Technicians (GS (OL))).

Disaster recovery and business continuity operational support

298. An amount of $240,000 is proposed for contractual services to provide disaster recovery and business continuity support. These services include the continued management and operation of the peacekeeping global disaster recovery and business continuity architecture and systems, as well as the coordination of server and network infrastructure requirements, the configuration and establishment of documentation for implemented systems, including day-to-day operational support, the operation of the disaster recovery and business continuity infrastructure in DFS, the maintenance of flexible support for changing departmental disaster recovery and business continuity requirements and the monitoring of disaster recovery and business continuity systems. Services also include the conduct of disaster recovery reconstitution exercises, the dissemination of disaster recovery templates and the review and validation of plans to ensure conformity with policy guidance provided

by Headquarters and missions administration. The provision includes salaries and operating costs for four contractual personnel (1 Coordinator (P-4), 2 Specialists (P-3) and 1 Information Technology Technician (P-2)).

Videoconferencing support

299. An amount of $1,180,100 is proposed for contractual services to provide continued centralized technical and operational support for videoconferencing and associated multimedia support activities between DPKO and DFS, field operations and other United Nations entities. The provision of technical support comprises the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio/videoconferencing, including secure and encrypted connections, call centre support related to audio/videoconferencing for field operations and other United Nations entities, day-to-day operational support and all activities relevant to videoconferencing and multimedia support centralized at UNLB. In addition, technical support would be provided for missions with developing and expanding internal videoconferencing networks. The provision includes salaries and operating costs for 11 contractual personnel (1 Coordinator (P-3), 1 Technical Specialist (P-2) and 9 Technicians (GS (OL))).

Maintenance of field applications

300. An amount of $1,101,500 is proposed for contractual services to provide support for and maintain computer applications used by personnel in DPKO and DFS, at Headquarters and in field operations, specifically, the collaboration support systems, audit and oversight applications, strategic management applications, reporting applications and standard web content management platforms and their correlating internal and public websites that support the substantive areas of peacekeeping operations. In addition, the provision would support web-based applications, change management and user training and ensure tier 2 and tier 3 levels of support. Tier 3 support includes modifications and enhancements to computer applications and network engineering to support the enhancements. The supported applications enable the implementation of peacekeeping operation mandates and do not represent solutions already provided through the enterprise resource planning or other enterprise systems, such as Inspira. The provision includes salaries and operating costs for seven contractual personnel (1 Senior Systems Operations Officer (P-4), 2 Systems Operations Officers (P-3), 1 Systems Analyst (GS (OL)) and 3 Technicians (GS (OL))).

D. Department of Management

(a) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*Additional new posts positions requested*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	3	–	–	–	3	–
P-5	12	–	–	–	12	–
P-4	67	–	2	–	69	2
P-3	62	–	3	–	65	3
P-2/P-1	11	–	2	–	13	2
Subtotal	**156**	**–**	**7**	**–**	**163**	**7**
General Service and related						
Principal level	9	1	1	–	11	1
Other level	90	(1)	8	–	97	8
Subtotal	**99**	**–**	**9**	**–**	**108**	**9**
Total, posts	**255**	**–**	**16**	**–**	**271**	**16**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	(1)	–	–	–	(1)
P-4	7	–	(2)	1	6	(1)
P-3	14	–	(3)	–	11	(3)
P-2/P-1	4	–	(2)	–	2	(2)
Subtotal	**26**	**(1)**	**(7)**	**1**	**19**	**(7)**
General Service and related						
Principal level	1	–	(1)	–	–	(1)
Other level	12	–	(8)	–	4	(8)
Subtotal	**13**	**–**	**(9)**	**–**	**4**	**(9)**
Total, general temporary assistance positions	**39**	**(1)**	**(16)**	**1**	**23**	**(16)**
Grand total	**294**	**(1)**	**–**	**1**	**294**	**–**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	35 995.5	37 755.4	39 981.4	2 226.0	5.9
II. Non-post resources					
General temporary assistance	6 149.1	5 806.7	3 819.8	(1 986.9)	(34.2)
Consultants	2 225.4	3 171.0	2 859.5	(311.5)	(9.8)
Official travel	1 627.1	1 693.3	1 706.1	12.8	0.8
Facilities and infrastructure	22 663.8	22 177.3	21 940.7	(236.6)	(1.1)
Communications	318.6	504.3	431.1	(73.2)	(14.5)
Information technology	9 316.8	7 643.4	4 827.7	(2 815.7)	(36.8)
Other supplies, services and equipment	10 022.6	11 512.7	12 205.6	692.9	6.0
Subtotal, II	**52 323.4**	**52 508.7**	**47 790.5**	**(4 718.2)**	**(9.0)**
Total, I and II	**88 318.9**	**90 264.1**	**87 771.9**	**(2 492.2)**	**(2.8)**
Enterprise resources planning[a]	18 668.8	20 054.7	31 306.7	11 252.0	56.1
Information and systems security[b]	–	821.5	821.5	–	–
Total	**106 987.7**	**111 140.3**	**119 900.1**	**8 759.8**	**7.9**

[a] Includes resource requirements for the enterprise resource planning project in the amount of $31,306,700, based on the estimate presented in the sixth progress report of the Secretary-General on the enterprise resource planning project (A/69/385).

[b] Includes resource requirements in the amount of $821,500, based on the estimate presented in the report of the Secretary-General on strengthening information technology and systems security (A/68/552) and on the basis of the cost-sharing allocation applied to Umoja and additional expenditures required under contractual services up to $1,325,000 and under furniture and equipment up to $1,325,000, recommended by the Advisory Committee on Administrative and Budgetary Questions in its report (A/68/7/Add.11, paras. 23 and 24) and endorsed by the General Assembly, as described in para. 34 above.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

301. The Office of the Under-Secretary-General for Management comprises the front office, the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the Management Support Service, the Office of Enterprise Resource Planning (Umoja), the secretariat of the Advisory Committee on Administrative and Budgetary Questions (Fifth Committee) of the General Assembly and of the Committee for Programme and Coordination, the Management Evaluation Unit, the Policy and Oversight Coordination Service and the Executive Office of the Department of Management.

302. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board provides services to facilitate the review by the Committee and the Board of proposed procurement and disposal-of-assets cases, and issues recommendations to the Assistant Secretary-General for Central Support

Services in accordance with the Financial Regulations and Rules of the United Nations. Pursuant to ST/AI/2011/8, and owing to the increased procurement authority of peacekeeping missions as of 2008, the secretariat has also been tasked with providing training and policy guidance to the local committees on contracts and local property survey boards and with monitoring their functioning. The Office of the Under-Secretary-General for Management also supports the Award Review Board established on a pilot basis by the General Assembly in its resolution 62/269 to process challenges brought forward by unsuccessful bidders.

303. The secretariat of the Fifth Committee and the Committee for Programme and Coordination provides substantive and technical services in support of the work of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, which are entrusted with responsibilities for administrative and budgetary matters and programmatic matters, respectively. The responsibilities of the secretariat include: the provision of proactive assistance to the Chairs and the bureaux of the Committees, strengthening and facilitating their work, including through the provision of analytical and historical information on the proceedings of the Committees; and the provision of proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including through the provision of an advance programme of work and the timely issuance of reports and communications.

304. The Management Support Service continues to work closely with DPKO and DFS on the implementation of Umoja in the missions. Specifically, the Service provides support to critical organizational alignment activities, including the execution of the comprehensive stakeholder engagement and communications plan, the design and implementation of information sessions, assistance in the implementation of the Umoja Extension I functionality for international staff in November 2015 and for national staff and locally administered personnel in April 2016.

305. The Management Evaluation Unit continues to conduct prompt management evaluations of contested administrative decisions to determine whether those decisions comply with the Organization's applicable regulations, rules and policies. The Unit assists the Under-Secretary-General for Management in providing staff members requesting management evaluation with timely, written and reasoned responses regarding the outcomes of management evaluations. In cases involving separation from service, the Unit also conducts prompt evaluations of requests for the suspension of the implementation of administrative decisions pending the completion of the management evaluation process. The management evaluation process is designed to avoid costly litigation by correcting flawed administrative decisions before an appeal is brought before the United Nations Dispute Tribunal and, where applicable, by facilitating the informal resolution of matters that are the subject of management evaluation requests. The management evaluation process is also designed to strengthen managerial accountability and confidence of staff in the Organization. The Unit assists the Under-Secretary-General for Management with respect to the implementation of accountability measures that have been established for managers to ensure their timely response to management evaluation requests and to ensure that individuals are held accountable for their actions in accordance with relevant resolutions and regulations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (2013/14: 97.4 per cent of respondents rating the service good or above; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- Provision of technical and substantive secretariat support to 110 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Average processing time for Headquarters Committee on Contracts cases is 7.0 business days (2013/14: 3.8 days; 2014/15: 7.5 days; 2015/16: 7.0 days)
	3.2 90 per cent of members of local committees on contracts are trained in the relevant mandatory basic training (2013/14: 90 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)
	3.3 Preparations for deployment to and stabilization of the Umoja Extension 1 functionality are made for international staff in peacekeeping in November 2015 and for national staff and locally administered personnel in the missions in April 2016
	3.4 Review and respond to 100 per cent of management evaluation requests filed by peacekeeping staff members within 45 days (2013/14: 78 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.5 Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e. a remedy was found or the original decision was overturned (2013/14: 13.5 per cent; 2014/15: 40 per cent; 2015/16: 42 per cent)

Outputs

- Holding of 90 meetings of the Headquarters Committee on Contracts and 20 meetings of the Headquarters Property Survey Board
- Review of 500 procurement actions and 250 disposal actions
- 3 field assessment visits to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions
- 15 training courses on committees on contracts and property survey boards in support of peacekeeping missions
- 200 additional staff enrolled in the online training resources on the committees on contracts and property survey boards
- Review of 7 procurement challenges by independent high-level experts
- Provision of assistance for predeployment, deployment and post-production support activities to ensure the seamless integration of the Umoja Extension I functionality with the foundation solution
- Provision of a communications and engagement strategy to peacekeeping missions outlining how information will be progressively disseminated in order to support personnel in the integration of the Umoja Extension I functionality into clusters 4 and 5
- Provision of educational materials and clear guidelines to end users and managers to support the preparation for the integration of Umoja into clusters 4 and 5, including the design and delivery of training and support materials such as job aids and user quick guides, leveraging the official web site, iSeek and Unite Connections, as well as direct communication to field missions
- Provision of 236 reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations
- Provision of 30 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members
- Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned

External factors

No significant increase in the number of cases received from field operations for review by the Headquarters Committee on Contracts, the Headquarters Property Survey Board and the Management Evaluation Unit; timeliness and sufficiency of managers' comments on cases submitted to the Management Evaluation Unit

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	–	–	–	–	–	–
P-4	4	–	–	–	4	–
P-3	3	–	–	–	3	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**8**	–	–	–	**8**	–
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Subtotal	**2**	–	–	–	**2**	–
Total, posts	**10**	–	–	–	**10**	–
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	1	–	–	–	1	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	–	–	–	**1**	–
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total, general temporary assistance positions	**1**	–	–	–	**1**	–
Grand total	**11**	–	–	–	**11**	–

(c) Justification of general temporary assistance positions

Management Evaluation Unit

Legal Officer (1 P-3 position, continuation)

306. The approved staffing establishment of the Management Evaluation Unit comprises one general temporary position for a Legal Officer (P-3), funded from the support account.

307. The Unit reviews management evaluation requests and advises the Under-Secretary-General for Management on whether to uphold or reverse an administrative decision or to seek a settlement between the staff member and the administration. During the 2013/14 period, the Unit received 227 management evaluation requests from staff in peacekeeping operations, which is about one third of the total number of requests received. At the end of 2014, an accumulated backlog of 167 cases from 2,450 cases received in 2013 and 2014 remained. The completion of management evaluations for staff members in peacekeeping operations often involves extensive consultation with the decision makers in the missions and members of the Quality Assurance Unit in the Field Personnel Division of DFS at Headquarters, particularly when a resolution of matters is explored. Furthermore, requests for management evaluations often include novel facts or questions of law pertaining to the situation.

308. Continuation of the Legal Officer (P-3) position will serve to ensure that the management evaluation process is objective and impartial by increasing the level of accuracy of the Unit's legal analysis. It will also enable the Unit to undertake the extensive legal research necessary to sustain and enhance the accuracy, quality and timeliness of legal analysis that is required to ensure that all incorrect decisions are resolved. The incumbent will also serve to ensure that the Unit is able to sustain its production of quality management evaluation letters, and sustain and enhance the Unit's capacity to identify all cases that are amenable to informal resolution and to work through the appropriate channels in the Organization to ensure that such cases do not proceed to the United Nations Dispute Tribunal.

309. The Legal Officers are required to perform various essential tasks to complete the management evaluations within the tight time frames prescribed by the Staff Rules, which, in the case of requests submitted by staff members in offices away from Headquarters and in the field, is 45 days. Within this strict and narrow time frame, the Legal Officers are responsible for handling multiple requests at the same time and must juggle each case to ensure that the evaluations are completed within the established time frame. Management evaluation letters are very time-consuming and often involve extensive legal research.

310. In the light of the fact that requests from staff members serving in peacekeeping missions constitute the single largest group of requesters seeking management evaluation, and given the additional challenges in completing management evaluation requests submitted by staff members from peacekeeping operations outlined above, it is proposed that the general temporary assistance position of Legal Officer (P-3) be continued in 2015/16.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14) (1)	Apportionment (2014/15) (2)	Cost estimates (2015/16) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	1 351.3	1 706.3	1 701.4	(4.9)	(0.3)
II. Non-post resources					
General temporary assistance	615.6	305.8	325.8	20.0	6.5
Consultants	22.1	77.0	77.0	–	–
Official travel	120.9	131.3	124.7	(6.6)	(5.0)
Facilities and infrastructure	22 663.8	22 177.3	156.5	(22 020.8)	(99.3)
Communications	318.6	504.3	431.1	(73.2)	(14.5)
Information technology	420.5	854.1	943.5	89.4	10.5
Other supplies, services and equipment	8 787.9	10 340.2	11 113.0	772.8	7.5
Subtotal, II	**32 949.4**	**34 390.0**	**13 171.6**	**(21 218.4)**	**(61.7)**
Total, I and II	**34 300.7**	**36 096.3**	**14 873.0**	**(21 223.3)**	**(58.8)**
Enterprise resource planning	18 668.8	20 054.7	31 306.7	11 252.0	56.1
Grand total	**52 969.5**	**56 151.0**	**46 179.7**	**(9 971.3)**	**(17.8)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$1 701.4	($4.9)	(0.3%)

311. The provision would cover the salaries, common staff costs and staff assessments for the 11 proposed posts.

	Cost estimates	Variance	
General temporary assistance	$325.8	$20.0	6.5%

312. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of one general temporary assistance position and the replacement of staff on maternity or sick leave (6 person-months for staff in the Professional category and 6 person-months for staff in the General Service category).

	Cost estimates	Variance	
Consultants	$77.0	–	–

313. An amount of $77,000 is proposed for the engagement of consultants with technical expertise in specialized fields, including in the areas of legal, financial and administrative aspects of procurement procedures, for 7 person-months, to review contested bids made by unsuccessful vendors. Award Review Board experts should

be independent from the United Nations to ensure the integrity of the process. It is estimated that the Award Review Board will receive seven cases during the 2015/16 period.

	Cost estimates	*Variance*	
Official travel	$124.7	($6.6)	(5.0%)

314. An amount of $25,200 is proposed for travel to conduct consultation visits to monitor and assess the performance of local committees on contracts.

315. An amount of $99,500 is proposed to undertake the following training-related activities: holding basic and advanced training courses, including specialized training on minutes-writing, for members of local committees on contracts and local property survey boards in six field locations, with emphasis on conducting training in regional offices ($98,000); and attending the annual meeting of the American Society of International Law to improve understanding of the principles underpinning the institutional law of international organizations, in general, and the general principles of international law applicable to cases before the Management Evaluation Unit, in particular ($1,500).

	Cost estimates	*Variance*	
Facilities and infrastructure	$167.5	($22 009.8)	(99.2%)

316. An amount of $167,500 is proposed to provide for the acquisition of office supplies for the Department of Management.

317. The lower requirements are attributable to the fact that resources for the standard rental of premises and for alterations, improvements and furniture of offices and departments funded from the support account that were reflected under the Executive Office of the Department of Management in the Office of the Under-Secretary-General in 2014/15 are now reflected under the Office of Central Support Services, in order to allow for the appropriate management of funds.

	Cost estimates	*Variance*	
Communications	$431.1	($73.2)	(14.5%)

318. An amount of $431,100 is proposed for the provision of commercial communications services associated with mobile devices ($122,000) and desktop phones ($174,600) (estimates are calculated on the basis of standard rates charged in the past and planned usage); the acquisition of mobile office licences ($105,000); and videoconferencing charges ($29,500).

319. The lower requirements are attributable to a decrease in service rates for mobile phones based on past usage patterns.

	Cost estimates	*Variance*	
Information technology	$943.5	$89.4	10.5%

320. The amount of $855,600 would cover requirements for the maintenance and reparation of information technology equipment based on standard service-level agreements established by OICT ($503,600); the support account share of central

information technology infrastructure costs ($262,600) (information storage and back-up, application hosting, departmental servers), derived from past expenditure patterns; the acquisition of new and the replacement of obsolete standard information technology equipment ($61,400); and ongoing contractual support services for the maintenance of the electronic systems of the Committee on Contracts and the Award Review Board, as well as for the maintenance of Headquarters Committee on Contracts and Property Survey Board online resources ($28,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$11 113.0	$772.8	7.5%

321. An amount of $11,113,000 is proposed to cover after-service health insurance costs for retired peacekeeping staff ($11,088,000), based on the projected annual population during 2015/16 and past period expenditure patterns; materials for training provided to members of local committees on contracts and local property survey boards in peacekeeping missions ($22,800); and training fees to attend the annual meeting of the Association for Human Resources Management in International Organizations ($2,200).

322. The higher requirements are attributable primarily to increased after-service health insurance costs for retired peacekeeping staff.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

323. The Office of Programme Planning, Budget and Accounts comprises the Office of the Controller, the Accounts Division, the Treasury, the Programme Planning and Budget Division, the Peacekeeping Financing Division and the Financial Information Operations Service.

324. As Chair of the IPSAS Steering Committee, the Office leads the change to IPSAS-compliant accounting and reporting for the Organization, as well as efforts aimed at making IPSAS compliance sustainable in the long term. In this context, major achievements of the IPSAS Implementation Team include the application of IPSAS principles to peacekeeping operations and the articulation of related policies and procedures, the provision of support for the design and configuration of related information systems, and leadership in the production of the first set of IPSAS-compliant financial statements. In addition, the team has led the related change management activities that are an essential part of such a large-scale project. During the 2015/16 period, the IPSAS Implementation Team will continue to concentrate on activities that will support the sustainability of IPSAS compliance. Sustainability efforts will be geared towards the following work pillars: (a) management of the regulatory framework; (b) strengthening of internal controls; (c) training and skills development; (d) Umoja processes and transition arrangements and review; and (e) IPSAS benefits for management activities.

325. The Accounts Division will continue to provide financial services, including payroll, payments and insurance, to peacekeeping missions and will carry out control and monitoring functions; provide financial guidance and assistance, and prepare IPSAS-compliant peacekeeping financial statements; continue its efforts to improve processes to achieve efficiencies while meeting growing demands; and fully engage in the further development of the financial modules of the Umoja

project. The Treasury will continue to provide guidance on policies and procedures related to treasury and banking operations to peacekeeping missions; continue to manage the investment and liquidity of peacekeeping funds; execute replenishments of bank accounts maintained by peacekeeping missions; execute payroll (including education grants) and vendor payments; and process amendments to bank account signatory panels. Furthermore, the Treasury will continue to play an instrumental role in the full implementation of the Umoja payments functionality for peacekeeping missions. The Peacekeeping Financing Division will continue to provide guidance on policies, procedures and methodologies for estimating the resource requirements of active peacekeeping operations and the support account for peacekeeping operations; prepare annual budget and performance reports for peacekeeping operations and the support account, final performance and disposition of assets reports for closed missions, and ad hoc reports on administrative and budgetary aspects; and provide services to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee. The Division will also continue to monitor the cash-flow status of the individual special accounts for peacekeeping operations; authorize payments to Governments for the settlement of certified contingent-owned equipment claims; and determine the average monthly troop strength to establish amounts reimbursable and initiate subsequent payments to reimburse Governments for troops and formed police units.

326. The Financial Information Operations Service will continue to provide operational support to the divisions of the Office of Programme Planning, Budget and Accounts. The main activities of the Service are: maintaining and enhancing financial information technology systems that support the mandates of the Office; providing business analysis for requested changes in required systems; and producing reports that provide information about financial activities. The priorities of the service are to ensure that new systems are created that meet current business needs as they arise while Umoja is being developed and to ensure that existing systems are maintained and are continually available to ensure that the financial activities of the Office are supported in a timely manner so that the requirements of Member States can be addressed. The main challenge faced by the Service is how to dedicate resources to and actively work on the implementation of Umoja while maintaining all existing systems and meeting the changing business requirements of the Office without investing heavily in new systems or developments that would conflict with Umoja.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met (2013/14: 95 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	1.2 No negative comments are made in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports (2013/14: 5; 2014/15: zero; 2015/16: zero)

	1.3 Requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions are responded to no later than 5 working days after they have been received (2013/14: 5-10 days; 2014/15: 5 days; 2015/16: 5 days)
	1.4 A positive audit opinion is provided by the United Nations Board of Auditors on peacekeeping financial statements (2013/14: positive; 2014/15: positive; 2015/16: positive)
	1.5 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (2013/14: 3 months; 2014/15: 3 months; 2015/16: 3 months)
	1.6 The monthly status of contributions is available online by the end of the following month (2013/14: 1 month; 2014/15: 1 month; 2015/16: 1 month)

Outputs

- 30 reports on budget performance and budget estimates for 14 active peacekeeping operations and UNSOA; and 3 final performance reports for MINURCAT, UNMIT and UNSMIS
- 1 report on the updated financial position of closed peacekeeping operations
- 9 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report on the support account for peacekeeping operations and UNLB
- 20 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 14 active peacekeeping operations and UNSOA; final performance reports for MINURCAT, UNMIT, UNSMIS and UNLB, and the support account for peacekeeping operations
- Review and coordination of responses to follow-up questions from legislative bodies on 14 active peacekeeping operations, on UNSOA, UNLB, MINURCAT, UNMIT and UNSMIS, and on the support account and cross-cutting issues
- A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions
- Status of contributions, including a summary and information on outstanding assessed contributions, is available online

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Banking operations set up within 3 months of the establishment of new peacekeeping operations (2013/14: 3 months; 2014/15: 3 months; 2015/16: 3 months)

Outputs

- Assist peacekeeping operations in selecting banks to provide the required banking services

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Revision of standard operating procedures and accounting manual developed to support IPSAS accounting and reporting
	3.2 Liabilities for troops and formed police units do not exceed 3 months (2013/14: partially achieved; 2014/15: 3 months; 2015/16: 3 months)
	3.3 Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States (2013/14: achieved; 2014/15: achieved; 2015/16: achieved)
	3.4 90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation (2013/14: 85 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)
	3.5 90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation (2013/14: 93 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)
	3.6 Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service is provided within 30 working days of the receipt of the request (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.7 100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.8 Requests for financial delegation of authority are approved and processed within 2 weeks of receipt of required supporting documentation (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.9 Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)
	3.10 100 per cent of payments requested for peacekeeping accounts processed within 2 business days (2014/15: 100 per cent; 2015/16: 100 per cent)

3.11 100 per cent availability of service support to users of the financial and budget information system

Outputs

- Provision of guidance on IPSAS benefits realization
- Provision of guidance on sustaining IPSAS compliance in the missions
- Monitoring of the delegation of financial authority to field operations
- Monitoring the audit recommendations pertaining to accounting and budgetary aspects of field operations
- Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
- Provision of training and policy guidance to field finance operations on improved internal controls and the rectification of audit findings
- Processing of 20,000 payments to Member States, staff and vendors
- Processing of 10,000 education grant claims and advances
- Negotiation and administration of 12 insurance policies covering peacekeeping operations, including the master aviation policy and the worldwide vehicle policy
- Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants
- Settlement of peacekeeping commercial insurance claims and review of the claims by the Advisory Board on Compensation Claims
- Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments
- Processing of 3,500 investment settlements for peacekeeping operations in accordance with industry standards
- Processing of 3,000 receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records
- Effective servicing of the Committee on Contributions through the timely provision of all requested data
- Delegation to field finance officers of the authority to act as approving officers
- Visits to 7 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues
- 500 funding authorizations and 30 staffing table authorizations for peacekeeping operations, UNSOA, UNLB, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis
- 15 financial reports and other financial communications to donors for peacekeeping trust funds
- Organization and conduct of videoconferences with peacekeeping operations, UNSOA and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase

- United States dollar funds of peacekeeping accounts invested in accordance with approved United Nations guidelines
- Execution of approximately 2,100 investment-related electronic fund transfers, 850 foreign exchange purchases and 570 investment settlements
- Execution of approximately 150,000 payroll and vendor payments to approximately 17,100 staff members and vendors
- Recording of approximately 3,100 incoming payments for $8.3 billion to peacekeeping accounts and transfer of approximately 1,000 remittances for $2 billion to peacekeeping bank accounts
- Processing of approximately 250 bank signatory amendments for peacekeeping bank accounts
- Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; and local area network administrative functions carried out
- Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications
- Enhanced financial management reports

External factors

Assessments will be paid promptly, adequate insurance policies for peacekeeping missions will be offered continuously by the insurance industry; interest rates, rates of return and the exchange rate of the United States dollar and other currencies will be favourable; and requests for the delegation of financial authority will be received on a timely basis

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	1	–	–	–	1	–
D-1	1	–	–	–	1	–
P-5	6	–	–	–	6	–
P-4	26	–	2	–	28	2
P-3	20	–	–	–	20	–
P-2/P-1	2	–	1	–	3	1
Subtotal	**56**	**–**	**3**	**–**	**59**	**3**

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2015/16*	*Change*
General Service and related						
Principal level	4	–	–	–	4	–
Other level	42	–	–	–	42	–
Subtotal	**46**	**–**	**–**	**–**	**16**	**–**
Total, posts	**102**	**–**	**3**	**–**	**105**	**3**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	(1)	–	–	–	(1)
P-4	4	–	(2)	1	3	(1)
P-3	4	–	–	–	4	–
P-2/P-1	1	–	(1)	–	–	(1)
Subtotal	**10**	**(1)**	**(3)**	**1**	**7**	**(3)**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total, general temporary assistance positions	**11**	**(1)**	**(3)**	**1**	**8**	**(3)**
Grand total	**113**	**(1)**	**–**	**1**	**113**	**–**

(c) Justification of posts

Treasury

Cashier Section

Conversion of one general temporary assistance position (1 P-2 Associate Finance Officer) to a post

327. The approved staffing establishment of the Treasury comprises eight posts (1 P-5, 3 P-4, 1 P-3,1 GS (PL) and 2 GS (OL)) and one general temporary position (P-2) funded by the support account, including two posts (1 P-5 and 1 P-3) for the Global Banking Operations Section, three posts (2 P-4 and 1 GS (OL)) for the Investments Section and three posts (1 P-4, 1 GS (PL) and 1 GS (OL)) and one general temporary assistance position (P-2) for the Cashier's Section.

328. The scope of peacekeeping operations has increased from approximately $2.5 billion in 2002/03 to approximately $8 billion in 2014/15. This growth has resulted in an increase in the complexity and volume of payments processed in the Treasury, requiring a staff member with extensive knowledge of global payment processing to support fully the operations of the peacekeeping missions.

329. In addition, since the implementation of Umoja, the Treasury makes approximately 12,500 payroll and vendor payments relating to peacekeeping missions per month instead of the approximately 7,000 monthly payments it made prior to Umoja. This means that the volume of payments being processed has almost doubled. The increase is attributable to cross-border payments that used to be processed locally by mission staff and are now processed by the Treasury. Furthermore, the high turnover of staff in peacekeeping missions necessitates the ongoing updating of payroll payment instructions by the Treasury.

330. The general temporary assistance position of Associate Finance Officer (P-2) has been approved by the General Assembly since July 2010, and its functions are core functions of the Treasury and are of a continuous nature. It is therefore proposed that it be converted to a post.

Peacekeeping Financing Division

Conversion of two general temporary assistance positions (P-4 Finance and Budget Officers) to posts

331. The approved staffing establishment of the Peacekeeping Financing Division comprises 33 posts (1 D-2, 1 D-1, 4 P-5, 10 P-4, 8 P-3, 9 GS (OL)) and four general temporary assistance positions (2 P-4 and 2 P-3) funded from the support account.

332. The two general temporary assistance positions of Finance and Budget Officers (P-4) were approved in July 2013 and July 2014 respectively to provide support for the financial and legislative backstopping of MINUSMA and MINUSCA.

333. Taking into account the breadth, complexity and multidimensional scope of these large missions, the continued full-time support of two Finance and Budget Officers at the P-4 level would be required throughout the duration of the missions, the costs of which cannot be accommodated from within the approved staffing establishment of the Division.

334. In this context, it is proposed that the two general temporary assistance positions (P-4) be converted to posts. The functions of the two Finance and Budget Officers would include reviewing, analysing and preparing the Secretary-General's performance and budget reports for MINUSMA and MINUSCA, as well as preparing the detailed supplementary information packages for the Advisory Committee on Administrative and Budgetary Questions. The incumbents would also be responsible for financial backstopping, monitoring budget implementation, reviewing and analysing monthly troop strength reports for troop cost reimbursement and administering three mission-related trust funds. In addition, the incumbents would provide budgetary guidance to counterparts in DFS and the missions. The proposal to support MINUSMA and MINUSCA with dedicated Finance and Budget Officers would ensure that the tasks related to financial backstopping, administration of related trust funds and legislative support of these missions are completed in a timely manner.

(d) Justification of general temporary assistance positions

Office of the Controller

IPSAS Implementation Team

IPSAS Change Manager (1 P-4 position, new)

IPSAS Officers (1 P-4 and 2 P-3 positions, continuation)

335. The current staffing establishment of the IPSAS Implementation Team comprises four general temporary assistance positions (1 P-5, 1 P-4 and 2 P-3) funded from the support account.

336. Owing to the wide-ranging impact of the adoption of IPSAS on the work of the Organization, continued compliance with IPSAS will require institutionalizing many of the changes that have been introduced in producing the first set of IPSAS-compliant financial statements.

337. The IPSAS policy framework requires that all assets and liabilities, revenue and expenses and related disclosures be recorded leaving clear audit trails, which in turn means reengineering current processes and workflows as well as strengthening the internal controls that underpin financial accounting and reporting. The focus so far has been on developing accurate and reliable opening balances and ensuring that the first set of financial statements can be produced using the current mix of systems, including Umoja.

338. Many of the underlying process changes have to be embedded in the normal work of the concerned areas. Change management includes raising awareness among the staff concerned about the importance of ensuring that the information flowing into the IPSAS financial statements is reliable. The General Assembly has endorsed the IPSAS benefits realization plan and requested the Secretary-General to continue to report on progress made in implementing the plan.

339. In this context, it is proposed that the general temporary assistance position of IPSAS Change Project Manager (P-5) be discontinued and that a position of IPSAS Change Manager (P-4) be created instead. The incumbent of the IPSAS Change Manager (P-4) position would coordinate the implementation of the plan as it relates to peacekeeping operations. The plan lays down the process, guidelines, timelines and an accountability framework to measure progress made towards the actual realization of the promised benefits. Specifically, the incumbent would work to ensure a documented benefits realization plan for peacekeeping missions with an achievable end-state and coordinate training to ensure that the accountable managers have an understanding of their authority and also understand that they are responsible for the actions that need to be taken to realize the benefits. The incumbent would ensure that the tasks and timelines are assigned to the appropriate managers and that performance indicators are in place to monitor and report on the actual realization of benefits. The incumbent would also ensure that different stakeholders across the Secretariat are engaged and participate appropriately in the process of IPSAS benefits realization.

340. It is also proposed that the three general temporary assistance positions of IPSAS Officers (1 P-4 and 2 P-3) be continued. The IPSAS Officer at the P-4 level would focus on providing support for the project at field missions with regard to finalizing data for the preparation of the second set of IPSAS-compliant financial

statements, especially in the areas of property, plant and equipment and inventories, providing support for the audit of those balances and for sustaining IPSAS-compliant accounting beyond the first and second years of IPSAS implementation. Work in this area includes reviewing the revised data for consistency, accuracy and completeness and ensuring that a comprehensive record of assets is in place for each office to support the audit of the second set of IPSAS-compliant financial statements and to ensure sustainability of IPSAS accounting and reporting, and also includes working with property managers in interpreting the new information provided as a result of IPSAS implementation and providing support for benefits realization.

341. One IPSAS Officer (P-3) would focus on ensuring that a solid regulatory framework is in place to support the sustainability of IPSAS-compliant accounting and reporting, including by supporting the development of additional standard operating procedures based on the results of the process for the second set of IPSAS-compliant financial statements; proposing relevant changes to the IPSAS policy framework and corporate guidance documents; monitoring relevant emerging policy issues on the agenda of the IPSAS board; and documenting areas where internal controls need to be strengthened to support IPSAS sustainability with the aim of providing reasonable assurance that financial and operational information continues to be reliable and produced with integrity.

342. The other IPSAS Officer (P-3) would focus on ensuring that a solid risk reporting framework is in place at the mission level to support IPSAS sustainability; providing support to the change and project management functions, including maintaining a log of risks and issues and a collaborative site for the sharing of IPSAS-related experiences and lessons learned, and supporting the capture of areas of IPSAS benefits realization in missions; supporting the coordination of the audit of the second set of IPSAS-compliant financial statements and maintaining auditors' recommendation logs and ensuring quick resolution of audit issues by missions; and tracking the review of internal controls with a view to making improvements to ensure IPSAS sustainability.

Accounts Division

Health and Life Insurance Section

Finance Assistant (1 GS (OL) position, continuation)

343. The approved staffing establishment of the Health and Life Insurance Section comprises four posts (1 P-4 and 3 GS (OL)) and one general temporary position of Finance Assistant (GS (OL)) funded by the support account. The Section manages the insurance for staff and their families. The functions of the general temporary position of Finance Assistant include servicing clients in peacekeeping operations by processing insurance applications for new and reappointed staff; communicating with clients (staff members, their relatives and administrative officers); responding to queries; and following up on the status of claims. The incumbent would also assist during the peak workload of the annual health insurance enrolment campaign and provides support in the collection of census data from field offices for use in the actuarial valuations of end-of-service liabilities, an annual requirement under IPSAS. As a result of these continuing requirements, it is proposed that the general temporary position of Finance Assistant (GS (OL)) be continued in 2015/16.

Accounts Division/Peacekeeping Accounts Section

Finance Officer (1 (P-4) position, continuation)

344. The approved staffing establishment of the Peacekeeping Accounts Section comprises 17 posts (1 P-5, 5 P-4, 4 P-3, 1 P-2, 1 GS (PL) and 5 GS (OL)) and one general temporary position (P-4) funded by the support account.

345. As a result of an internal assessment carried out by the Office of Programme Planning, Budget and Accounts after the Security Council approved the establishment of MINUSCA, a Finance Officer at the P-4 level was established in the Peacekeeping Accounts Section in July 2014. Given the complexity and size of this start-up Mission, and the volume of its operations, the existing staff resources of the Accounts Division cannot adequately support the increase in workload in the fiscal year 2015/16.

346. In this context, it is proposed that the general temporary assistance position of Finance Officer (P-4) be continued. The functions of the incumbent would include analysing accounts and reviewing and preparing financial reports for MINUSCA. The incumbent would also provide guidance on accounting policies, procedures and practices to counterparts in DFS and the Mission, and ensure the implementation of audit recommendations in a timely manner.

Peacekeeping Financing Division

Finance and Budget Officers (2 P-3 positions, continuation)

347. The Peacekeeping Financing Division continues to experience a workload that is commensurate with the growth experienced by peacekeeping operations over the past financial periods. The complexity of peacekeeping missions is reflected not only in the composition of the input requirements but also in the results-based-budgeting frameworks, which comprise multiple components, in line with the missions' respective mandates. Steady progress has been made in refining the results-based-budgeting frameworks, an effort that has been both intensive and time-consuming. Given the multidimensional scope of the missions' mandates, the financing reports on their respective results-based-budgeting frameworks and their financial and human resources requirements require extensive and detailed analysis and are prepared under tight timelines for submission.

348. Given the workload of the Division expected for 2015/16, it is proposed that the two general temporary assistance positions of Finance and Budget Officers (P-3) be continued. Internal reassignments have already been made to close MINURCAT, UNMIS, UNMIT and UNSMIS. The complete closure of other recently terminated peacekeeping missions took an average of three fiscal years after liquidation, during which time several reports were prepared for submission to the General Assembly (a performance report for the liquidation period, a final disposition-of-assets report and a final performance report). A mission is declared closed only once the final performance report has been presented to the Assembly and a declaration of closure has been made under the agenda item "Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations". The Division then continues to provide support for the remaining administrative affairs and outstanding obligations, including financial backstopping and closure of mission-related trust funds. The workload with respect to missions in liquidation is assigned to a Finance and Budget Officer (temporary position, P-3). The incumbent would

provide support for surge requirements that arise when off-cycle budget reports are required and undertake other tasks that the Division might be involved with, including, but not limited to, improvements to budget-preparation tools and new requirements in relation to reimbursements to troop- and police-contributing countries.

349. When UNISFA was established by the Security Council in June 2011, backstopping tasks were assigned to a Finance and Budget Officer (general temporary assistance position, P-3) who was already supporting MINURCAT. Requirements for financing support to UNISFA have grown significantly over the past years, owing to the fact that the Abyei area presents a particularly challenging operating environment and to the expansion of UNISFA operations, and are expected to increase further. Against this background, a Finance and Budget Officer at the P-3 level would continue to be required to strengthen the Division's capacity to support the financial and legislative backstopping of UNISFA, to ensure the timely preparation and submission of financing reports for UNISFA, both in and out of the normal cycle, and to increase the sustainability and coverage of the support provided to the mission.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2013/14)* (1)	*Apportionment (2014/15)* (2)	*Cost estimates (2015/16)* (3)	*Variance* *Amount* (4)=(3)-(2)	*Variance* *Percentage* (5)=(4)÷(2)
I. Post resources	14 396.7	14 881.9	15 510.1	628.2	4.2
II. Non-post resources					
General temporary assistance	1 842.8	1 879.8	1 351.2	(528.6)	(28.1)
Consultants	2 022.1	2 843.9	2 391.0	(452.9)	(15.9)
Official travel	551.7	469.9	520.3	50.4	10.7
Information technology	786.7	671.5	748.3	76.8	11.4
Other supplies, services and equipment	299.4	247.2	243.7	(3.5)	(1.4)
Subtotal, II	**5 502.7**	**6 112.3**	**5 254.5**	**(857.8)**	**(14.0)**
Total	**19 899.4**	**20 994.2**	**20 764.6**	**(229.6)**	**(1.1)**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$15 510.1	$628.2	4.2%

350. The provision would cover the salaries, common staff costs and staff assessments for the 105 proposed posts. The higher requirements are attributable to the proposed conversion of three general temporary assistance positions to posts.

	Cost estimates	Variance	
General temporary assistance	$1 351.2	($528.6)	(28.1%)

351. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of eight general temporary assistance positions. The lower requirements are attributable to the proposed conversion of three general temporary assistance positions to posts.

	Cost estimates	Variance	
Consultants	$2 391.0	($452.9)	(15.9%)

352. An amount of $2,391,000 is proposed for the engagement of consultants for 180 person-months to continue to support the IPSAS-compliant recording of transactions after the issuance of the first set of IPSAS-compliant statements. The consultants would also assist in the sustainability of IPSAS. In order for the Organization to continue to comply with IPSAS, and as the project approaches institutionalization, internal controls need to be strengthened, IPSAS benefits and the regulatory framework need to be managed, Umoja finance processes need to reviewed and supported, training must be provided and skills need to be developed.

353. The lower requirements are attributable to the expectation that the consultants' workload in 2015/16 to support the second set of IPSAS-compliant statements will be lower than the workload estimated for 2014/15.

	Cost estimates	Variance	
Official travel	$520.3	$50.4	10.7%

354. An amount of $233,800 is proposed to undertake the following mission planning/assessment/consultation activities: to provide guidance to peacekeeping operations to support internal control review, benefits assessment and sustainability review (183,000); to meet with the administrative representatives of peacekeeping missions to assess the implementation of third-party administration for the medical insurance plan for local staff in peacekeeping missions, to review the quality of services provided and to discuss coverage requirements and other issues ($19,300); and to provide guidance on various financial issues by the Controller and the Deputy Controller to five peacekeeping missions ($31,500).

355. An amount of $121,100 is proposed to undertake the following technical support activities: to provide on-site advice and assistance on budget and financial issues ($98,200); and to advise peacekeeping operations finance staff on treasury policies and procedures, cash management and banking-related issues ($22,900).

356. An amount of $21,500 is proposed for the Treasury to participate in the annual meeting of the World Bank and the International Monetary Fund to ensure that the staff is up to date on global financial issues ($8,200); for participation in the meetings of the IPSAS board ($7,500); and for participation in a workshop of commercial insurance experts from other international organizations ($5,800).

357. An amount of $143,900 is proposed to undertake the following training-related activities: to deploy instructor-led training to support IPSAS benefits realization ($77,300); to facilitate a five-day workshop for the Chief Financial Officers of peacekeeping operations ($47,300); and to attend external information technology

training to enhance technology skills in order to ensure that financial systems continue to be in line with technological changes ($19,300).

358. The higher requirements are attributable to the increase in trips to MINUSCA, a newly established mission.

	Cost estimates	*Variance*	
Information technology	$748.3	$76.8	11.4%

359. An amount of $748,300 is proposed to provide for the acquisition of software licences and fees ($605,600) and contractual services for development and ongoing support ($142,700) to meet peacekeeping business needs, as indicated in the table and paragraphs below.

360. The amount for software licences and fees ($605,600) is required for the maintenance and support of existing financial software and systems, including, for example, the Bloomberg Asset and Investment Manager application, which is utilized for portfolio risk management and SWIFT, which is the interbanking transfer application.

Non-standard information technology, by category

(United States dollars)

Contractual services	
Development of application	
Troop-payment system	38 400
Ongoing support	
Implementation of software and systems upgrades	61 300
Additional information technology infrastructure	30 000
Additional desktop services	13 000
Total	**142 700**

Development of applications

361. The Financial Information Operations Service is responsible for providing support for peacekeeping-support-related activities and will be responsible for coordinating the implementation of a new system owing to changes mandated by General Assembly resolution 67/261, pursuant to which the methodology used to calculate rates of reimbursement has changed and additional data will now have to be recorded at the unit level.

362. An amount of $38,400 is proposed for the development of a troop-payment system by one application developer for 60 days for peacekeeping operations at a daily rate of $640. The development activity is expected to be completed by March 2016, with the initial phase running from 1 January 2015 to 30 June 2015. The cost of that initial phase, estimated in the amount of $76,800, will be absorbed by existing resources in 2014/15.

Ongoing support services

Implementation of software and system upgrades

363. An amount of $61,300 is proposed for contractual services to implement upgrades and provide maintenance to the support system for the interbanking transfer application; to provide maintenance for the financial authorization system; to provide maintenance for the troop-payment system; and to upgrade software for other financial and Treasury-specific applications. System upgrades are essential for enabling existing software to function in a developing information technology environment and to meet the requirements under the service-level agreement with external vendors of the software, external contractual personnel and OICT in order to obtain service or specialized support in the future.

Additional information technology infrastructure

364. An amount of $30,000 is proposed for contractual services provided by OICT for the information technology infrastructure requirements that are associated with the expected growth in existing application environments and that are not included in the centrally administered standard information technology infrastructure provision.

Additional desktop support

365. An amount of $13,000 is proposed for contractual services to provide additional desktop services such as maintenance and repair support that go beyond the standard usage of the Office of Programme Planning, Budget and Accounts, which are normally covered under the standard agreement for desktop services, for example for Treasury functions that require additional desktop power.

366. The increased requirements are attributable primarily to the additional requirement for development and maintenance of a troop-payment system.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$243.7	($3.5)	(1.5%)

367. An amount of $243,700 is proposed to cover the costs of annual bank fees for the Treasury ($150,000); engaging a consulting firm specialized in the actuarial valuation of peacekeeping personnel benefits, such as repatriation, annual leave and after-service health insurance, to assist in the reporting of actuarial valuation and disclosure of liability in relation to staff benefits as required by IPSAS ($35,000); IPSAS-related training materials ($25,200); training fees for external technical courses in the area of information technology ($27,500); mailing banking information ($4,000); and training materials for the Chief Financial Officers workshop ($2,000).

3. Office of Human Resources Management

(a) Results-based-budgeting framework

368. OHRM is comprised of the Office of the Assistant Secretary-General, the Human Resources Policy Service, the Strategic Planning and Staffing Division, the Learning Development and Human Resources Services Division, the Medical Services Division and the Human Resources Information Systems Section.

369. OHRM will continue to implement the United Nations human resources reform agenda in field operations, as approved by the General Assembly in its resolutions 63/250, 65/247 and 66/246. The mobility and career development implementation team is preparing to implement the managed mobility framework, which will be rolled out to the first job network on 1 January 2016 and then to the remaining job networks in a staggered manner, until 2020. OHRM will implement outreach and sourcing strategies through strengthened collaboration with Member States, departments, external organizations and other United Nations entities, and identify high-quality candidates, with particular emphasis on candidates for positions in field operations. OHRM will also continue to report to Member States on staff who are their nationals.

370. OHRM will continue to provide guidance, advice and support on performance management, in particular on revisions to the policy and the process; to provide training, guidance and user support on the revised ePerformance tool, in collaboration with the Field Personnel Division of DFS; and to coordinate and facilitate the implementation of required performance management training in field operations.

371. In order to maintain strategic partnerships with DPKO and DFS and meet the changing needs of the peacekeeping operations, OHRM will continue to provide consultations and guidance on various human resources-related issues, including on the conversion to continuing appointments, and human resources services on the termination of appointments (owing to the civilian staffing review, the closure of missions, agreed termination, health reasons and the abandonment of posts), outside activities and child and family support issues.

372. OHRM will also provide training, support and guidance during the launch of the Inspira offer management module in field missions, which will streamline and improve the consistency of onboarding procedures, following the selection of candidates, including with regard to determining the level and step at which the incumbent is hired and the issuance of an offer of appointment. The module was developed by OHRM, DFS and OICT and launched at Headquarters in the first half of 2014.

373. The Medical Services Division will continue to promote and maintain staff health, while ensuring medical compatibility with job requirements through the development and promulgation of United Nations policies on health-care issues and coordinating and monitoring their implementation. The Division performs and reviews medical examinations and provides travel health advice, pre- and post-mission consultations and psychosocial support for staff. In addition, it will provide medical advice to United Nations medical facilities system-wide, provide advice on technical and professional aspects of the functioning of United Nations civilian clinics of peacekeeping missions, provide technical clearance for the appointment of physicians and other medical staff to positions in peacekeeping missions and perform on-site assessments of health facilities at field duty stations and regional evacuation centres. The Division will continue to implement the electronic medical records and occupational health management system (EarthMed) in peacekeeping missions to improve the delivery of health care to United Nations field staff and increase efficiency in the performance and monitoring of medico-administrative functions.

374. OHRM will continue to provide support to all peacekeeping operations to implement mission-specific emergency response plans and ensure compliance with medical emergency and mass casualty incident management plans. The Medical Services Division, in partnership with the DFS Field Personnel Division and the Department of Safety and Security, will continue to contribute to the development of emergency response capacity in peacekeeping operations through orientation and training programmes for peacekeeping staff and managers, including medical personnel and members of the Crisis Management Support Team/Security Management Team operating under the United Nations Security Management System.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Member States have access to online reports on human resources information for field operations (2013/14: available; 2014/15: available; 2015/16: available)

Outputs

- Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations
- Online reports for Member States on human resources information for field operations, including support for 300 users in the permanent missions and ad hoc reports on human resources in response to requests from Member States

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of 15 peacekeeping operations and UNSOA achieve the targets set out in the strategic indicators of the human resources management scorecard (2013/14: partially achieved; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.2 Continuous training and guidance on performance management (revised policy and tool) conducted in 100 per cent of field operations (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.3 Response to all mission evacuation requests and urgent deployment requests for medical clearance provided on the same day (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.4 Reduction in the number of days of sick leave (2013/14: not available; 2014/15: not available; 2015/16: to be determined)

Outputs

- Legal advice to address administrative law issues, representation of the Administration before the United Nations Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by DFS
- Comprehensive salary surveys in MINUSTAH, UNFICYP, MINUSCA, UNMIL, MINUSMA and MONUSCO. Upon request by the local salary survey committee, conduct approximately 15 interim salary surveys for a number of locations that are either the headquarters of the missions or for the duty stations that are within the mission areas
- Monitoring and review of the special measures pertaining to local salaries that are currently in place for UNMISS, UNDOF and UNSOA
- Guidance to 15 peacekeeping missions and UNSOA on the exercise of delegated authority for human resources management, including mission support visits
- Information on the human resources management scorecard is reported for 15 peacekeeping missions and UNSOA, including to the Management Performance Board and the Performance Review Group
- Help desk and production support for Inspira, including enhancements to the talent management, performance management and learning management modules for use in all field operations (Inspira Support Centre)
- Help desk support and training to handle the 700 IMIS human resources queries received annually from field operations
- Implementation of the managed mobility framework for staff in the political, peace and security job network for 13 peacekeeping missions
- Clearance and certification of 30 Chief or equivalent functions in administration and human resources management in DFS and in field operations
- 6-8 outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations
- Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations
- Guidance, advice and support on performance management and on the new policy and tool provided to all staff in field operations, including training and user support through videoconferences, WebEx and briefings
- Guidance and 2,800 consultations on various human resources-related issues to staff members in peacekeeping operations, as well as administrative support to handle approximately 300 requests related to the termination of appointments owing to civilian staffing review and the closure of peacekeeping missions, among other reasons, outside activities, special leave with full or half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to the Staff Regulations and Rules
- Training, support and guidance during the launch of the Inspira offer management module in field missions, which will streamline and improve the consistency of onboarding procedures, following the selection of candidates, including with regard to determining the level and step at which the incumbent is hired and the issuance of an offer of appointment
- Implementation of 1 new oversight management tool for the governance of system-wide health care and 8 WebEx-based continuous medical education sessions for medical personnel in the field

- Organization of 1 regional meeting of chief medical officers
- 3 reports on on-site assessments of field mission medical facilities, as requested, and 1 regional medical evacuation centre linked to peacekeeping missions
- Medical clearance of 5,000 mission staff/candidates, military observers and civilian police for recruitment/assignment/travel; 2,000 pre-mission briefings and medical consultations; and 1,200 immunizations and medical kits are provided for staff travelling to field operations
- 250 psychological assessments, counselling sessions and consultations; 12 mission-readiness and resilience workshops for Headquarters staff planning to work in field missions; and psychosocial assessments and training courses in two peacekeeping missions (MONUSCO and UNMISS)
- Certification of sick leave for 1,500 staff of peacekeeping missions, DPKO and DFS
- 20 recommendations to the United Nations Joint Staff Pension Fund on disability pension cases for mission and DPKO staff, and provision of advice on 75 medical compensation claims for civilian staff, military observers, civilian police and troops
- Completion of EarthMed roll-out and provision of ongoing support to all peacekeeping missions

External factors

Vendors will meet their obligations under the talent management system and other information system contracts and national institutions will be supportive of efforts to improve the local health environment and facilities at mission locations

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	2	–	–	–	2	–
P-4	15	–	–	–	15	–
P-3	9	–	2	–	11	2
P-2/P-1	1	–	1	–	2	1
Subtotal	**27**	**–**	**3**	**–**	**30**	**3**
General Service and related						
Principal level	1	–	1	–	2	1
Other level	18	–	8	–	26	8
Subtotal	**19**	**–**	**9**	**–**	**28**	**9**
Total, posts	**46**	**–**	**12**	**–**	**58**	**12**

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	2	–
P-3	5	–	(2)	–	3	(2)
P-2/P-1	2	–	(1)	–	1	(1)
Subtotal	**9**	**–**	**(3)**	**–**	**6**	**(3)**
General Service and related						
Principal level	1	–	(1)	–	–	(1)
Other level	10	–	(8)	–	2	(8)
Subtotal	**11**	**–**	**(9)**	**–**	**2**	**(9)**
Total, general temporary assistance positions	**20**	**–**	**(12)**	**–**	**8**	**(12)**
Grand total	**66**	**–**	**–**	**–**	**66**	**–**

(c) Justification of posts

Human Resources Information Systems Section — Bangkok

Inspira Support Centre

Conversion of 12 general temporary assistance positions (2 P-3, 1 P-2, 8 GS (OL) and 1 GS (PL)) to posts

375. The approved staffing establishment of the Inspira Support Centre in Bangkok comprises 12 general temporary assistance positions (2 P-3, 1 P-2, 1 GS (PL) and 8 GS (OL)) funded from the support account. The positions were initially approved in July 2009.

376. The Inspira Support Centre is responsible for all enhancements, upgrades, support and maintenance for the enterprise platform for human resources. Each year, the functionality and technology related to the application need to be updated and enhanced in order to ensure the provision of optimized support to enable the Organization to meet its human resources mandates.

377. The Inspira Support Centre has served to optimize the use and functions of all the talent management programme modules available from the software, as well as the performance management and learning management components, to ensure the overall success of the programme. The scope and activities of the Centre have increased significantly since the first phase of implementation, as all technical functions have been performed from Bangkok and no longer from Headquarters. During 2015/16, OHRM expects Inspira to continue to support the talent management system, which would require it to correct defects, reflect policy

changes and enhancements, provide support to end users, monitor integration, fix back-end data and implement general technical updates.

378. The number of end users in 2015/16 is estimated at more than 41,000 United Nations personnel, over 24,000 of whom will be in field missions, and close to 1.5 million will be external users. Inspira currently experiences intense traffic, with more than 100,000 users logging in each month. The functions of the 12 general temporary assistance positions include supporting, on a daily basis, the implementation and maintenance of Inspira in the field and, in particular, its 10 core modules, which require regular support and enhancement.

379. In this context, it is proposed that the 12 general temporary positions be converted to posts, as the functions are of a continuous nature.

380. The Development and Production Support Analyst (P-3) would manage the daily operations of Inspira, which include managing the careers portal and the recruitment, performance and learning management systems. Responsibilities also include managing all production system outages, data integration issues, performance optimization and production troubleshooting.

381. The Development Officer (P-3) would maintain and troubleshoot the Inspira application in the production environment, escalating third-level technical calls to external parties as defined by the service-level agreement; monitor and report on system usage and capacity; measure and report on the system's availability; perform system and security administration; and resolve tier 2 problems and known errors.

382. The Associate Application Support Officer (P-2) would provide application support for Inspira and configure the reporting and learning management system application (defect resolution and root cause analysis); provide performance management support; handle technical system administration; upgrade and patch the application; prepare process and scheduling reports; manage user data; maintain and monitor the system; and contribute to change management and workflow development.

383. The Customer Support Representatives (1 GS (PL) and 6 GS (OL)) would manage first-level help desk support for talent management. The help desk staff would continue to be responsible for the following tasks: providing first-level ("how to") support; facilitating the provision of predefined responses by the Office of Human Resources Management to first-level substantive service calls to the help desk and manage the quarterly review and updating of such responses; escalating service calls to the second level of support; preparing response templates; and preparing operational reports and ongoing training and knowledge transfer. The Help Desk supervisor would manage the Information Technology Infrastructure Library based processes for the centre. The help desk operations will run in three eight-hour shifts, seven days a week.

384. The Database Administrator (GS (OL)) would ensure the availability, backup and recovery of data, resolve database issues, create tables and indexes, maintain the database of users, apply patches, ensure database security and troubleshoot database performance issues.

385. The Administrative Assistant (GS (OL)) would support the Chief of the Inspira Support Centre in the administrative duties and functions of the Centre, providing support in the areas of human resources, budget and finance, responding to

governing body inquiries and issues relating to the buildings and facilities, dealing with ICT services and other administrative duties, and ensuring consistency in the application of United Nations rules and procedures.

(d) Justification of general temporary assistance positions

Human Resources Policy Service

Administrative Law Section

Associate Legal Officer (1 P-2 position, continuation)

386. The approved staffing establishment of the Administrative Law Section comprises eight posts (3 P-4, 3 P-3, 1 P-2 and 1 GS (OL)) and one general temporary assistance position of Legal Officer (P-2) funded from the support account, including four posts (1 P-4, 2 P-3 and 1 P-2) that make up the Disciplinary Unit, which is responsible for handling disciplinary cases arising in field missions and acts as counsel for the respondents before the United Nations Dispute Tribunal. The Unit handles all disciplinary matters referred to the Office of Human Resources Management for action. The work involves reviewing investigation reports, making recommendations on whether to pursue disciplinary action, preparing formal allegations of misconduct, making recommendations on the final disposition of a case and preparing all related documentation. During 2012/13, the Disciplinary Unit handled 119 field cases and 22 field disciplinary appeals. During 2013/14, it handled 146 field cases, 16 field disciplinary appeals and 4 suspensions of action/measures for interim relief. From 1 July to 22 September 2014, the Unit handled 101 field cases (24 of which were received during the period), 11 field disciplinary appeals and 5 suspensions of action/measures for interim relief.

387. The United Nations Dispute Tribunal and the United Nations Appeals Tribunal have made it clear that disciplinary matters must be processed in an expeditious manner, while at the same time ensuring that the evidential basis of each case can withstand scrutiny and that staff members' right to due process is upheld. With the abolition, in July 2009, of the joint disciplinary committees, which performed a fact-finding function under the old system, the Disciplinary Unit is now responsible for undertaking more consultations with the relevant investigative entities, including the special investigation units in missions, which means that the amount of work involved in the handing of disciplinary cases has increased. Bearing in mind the increase in the number of cases and appeals, the current resources of the Unit, including the temporary position, will continue to be required for the foreseeable future to process the current volume of disciplinary matters referred to the Service at the requisite qualitative and timely standards.

388. It is therefore proposed that one general temporary assistance position of Legal Officer (P-2) be continued to avoid the development of backlog cases.

Learning, Development and Human Resources Services Division

Career Support and Performance Management Section

Human Resources Officer (Performance Management) (1 P-3, continuation)

Human Resources Officer (Mobility) (1 P-3, continuation)

Human Resources Assistant (Mobility) (1 GS (OL), continuation)

389. The approved staffing establishment of the Learning, Development and Human Resources Services Division comprises seven posts (2 P-4, 1 GS (PL) and 4 GS (OL)) and three general temporary assistance positions (2 P-3 and 1 GS (OL)) funded from the support account. Within the Division, the Career Support and Performance Management Section comprises three general temporary assistance positions (2 P-3 and 1 GS (OL)) funded from the support account. The Division is responsible for human resources development and learning and, through its Career Support and Performance Management Section, manages the provision of career support services, including a range of personal and professional development programmes for United Nations staff. It conceptualizes, implements and manages career development and staff mobility programmes, including the Managed Reassignment Programme for staff members at the P-2 level, as well as other mobility initiatives. In addition, it ensures the effective implementation of the Organization's human resources performance management and development system.

390. OHRM will continue to support the Secretary-General's vision of a global, adaptable and dynamic workforce by developing and supporting the implementation of mobility initiatives throughout the Secretariat, including peacekeeping missions. Mobility initiatives are an integral component of the Organization's career development framework.

391. The General Assembly approved the refined mobility framework subject to the provisions contained in its resolution 68/265 and preparations for the implementation of the framework are under way. The framework is expected to be applied to the first job network in January 2016.

392. As a result of the roll-out of the ePerformance system, continued guidance, support and training are required to ensure full compliance with the performance management and development system. In addition, OHRM will promulgate the revised performance management policy on 1 April 2015, and then roll out an updated ePerformance tool in line with the policy changes. In order to ensure that staff, managers and human resources practitioners understand the changes and how they affect their roles and responsibilities in performance management, a communications strategy and a training strategy are under development. It is estimated that the training strategy will target the approximately 25,000 staff and 8,000 managers located in the field missions, to ensure they understand the revised policy and are able to use the updated ePerformance tool. In addition, there is a need for more training and support for second reporting officers and senior managers and for the design and development of new training modules and guidance tools for human resources practitioners and rebuttal panel members.

393. Given that the Career Support and Performance Management Section has no posts funded from the support account dedicated to providing mobility and performance management support to field operations, it is proposed that the three general temporary assistance positions of Human Resources Officers (2 P-3) and

Human Resources Assistant (GS (OL)) be continued, to serve as dedicated focal points for DFS and all peacekeeping missions on all aspects of support for performance management and mobility.

394. Specifically, one Human Resources Officer (P-3) and one Human Resources Assistant (GS (OL)) would assist in implementing the mobility framework, including, in particular, by contributing to process design, policy development, job analysis and assessment and strategic workforce planning for departments. These responsibilities are of primary importance to the implementation of General Assembly resolution 68/265 and the framework. Significant staff resources will be required for the project to be implemented successfully given the tight timelines.

395. The Human Resources Officer (P-3) dedicated to performance management would ensure increased compliance with the performance management policy and support certified trainers delivering the mandatory performance management training for supervisors and managers. The incumbent will upport the design, development and delivery of training for human resources practitioners, staff, managers and rebuttal panels on the policy and the revised ePerformance tool. The incumbent would continue to serve as a dedicated focal point for DFS and peacekeeping missions on all aspects of support for performance management, including by building local capacity at the mission level and continuing to maintain a network of focal points in peacekeeping missions.

Human Resources Information Systems Section

396. The approved staffing establishment of the Human Resources Information Systems Section comprises three posts (1 P-4, 1 P-3 and 1 GS (OL)) and 16 general temporary assistance positions (2 P-4, 3 P-3, 1 P-2, 1 GS (PL) and 9 GS (OL)) funded from the support account.

397. The core function of the Human Resources Information Systems Section is to develop and improve information systems to support the implementation of human resources reforms in the United Nations, including in peacekeeping operations. Core activities include project management and production support for human resources information systems, including Inspira. The Section provides project management, production, reporting and technological infrastructure support for system enhancements in the areas of recruitment, learning management and performance management.

398. During 2015/16, the Section will continue to enhance the data warehouse, HR Insight, which will include the creation and roll-out of online dashboards/scorecards capacity to provide human resources practitioners and programme managers in peacekeeping missions with self-service tools, as well as maintaining online access for Member States to human resources data. The section will continue to support the implementation of business intelligence and reporting systems that conform to the directives of OICT. It will also support the implementation of Umoja in the field and its integration with the Inspira system for the field staff data elements.

399. The Section provides Inspira application development, maintenance and user support through the Inspira Support Centre in Bangkok. The Centre provides technical application expertise to support the global implementation of Inspira by designing new processes, optimizing current processes, managing complex implementation projects and providing user support. In addition, the Centre helps to

optimize the use of all Inspira modules and components implemented in a cost-effective manner, thus contributing to the overall success of the talent management programme.

Human Resources Information Systems Section — Headquarters

Project Manager (1 P-4 position, continuation)

Project Manager (Data Warehouse) (1 P-4 position, continuation)

Business Analyst (1 P-3 position, continuation)

Assistant (IMIS Help Desk) (1 GS (OL) position, continuation)

400. It is proposed that one general temporary assistance position of Project Manager (P-4) be continued to manage Inspira-related projects from Headquarters, in particular the components related to staffing.

401. The Project Manager is responsible for the day-to-day management of the project tasks of Inspira, including system roll-out and production support coordination. During 2015/16, the Project Manager would continue to focus on providing support for the staffing module, placing particular emphasis on successful deployment and on field-specific enhancements and the implementation of the offer management module, the consulting management module and other modules.

402. The Project Manager would work closely with business owners on the scope, expectations and deliverables of the project, building a partnership with them to ensure their close involvement in assigned tasks during each phase of the project. The Project Manager is responsible for ensuring that assigned tasks are completed according to plan in terms of schedule, budget, scope and quality. The Project Manager might also be responsible for additional projects and their subsequent roll-out globally.

403. The needs of intergovernmental bodies and troop-contributing countries, as well as of the United Nations Secretariat, set out in human resources reports have increased exponentially in recent years, especially with the fast expansion of peacekeeping operations. Since 2006, the database for the Secretariat has been expanded to more than 40,000 records to reflect the philosophy of an integrated United Nations workforce, which is an underlying principle for human resources reform, with more than 60 per cent of the increase attributed to the incorporation of peacekeeping personnel records. The workforce that will be captured in the system includes consultants, individual contractors, volunteers, military police and interns, among others. The demand for executive reports, ad hoc reporting capabilities, charts, graphs, dashboards and scorecards, as well as for operational reports, has increased exponentially. In order to meet those demands, OHRM, with the participation of DFS and DPKO, has developed a single, fully integrated and automated data warehouse that provides all users with a single authoritative data source for analytical, transactional and strategic reporting capabilities.

404. The data warehouse, HR Insight, provides a consolidated view of all personnel across the Organization to both human resources practitioners and Member States. It also provides consistent and quality data, enabling analysts and managers to proactively identify problems and opportunities.

405. The Project Manager (Data Warehouse) is responsible for overseeing the overall implementation of the HR Insight project and the ongoing enhancements to it requested by human resources practitioners, executive managers and Member States; leading the analysis and documentation of the Organization's business needs in reporting; overseeing improvements to the design of the data warehouse; assisting in the design of data dimensions; ensuring tight and seamless integration with legacy systems of record, for data extraction to and from the data warehouse; and ensuring integration with the Inspira and Umoja systems for data exchange and report generation. Umoja will represent a major new source of data to integrate, and this additional work is critical to ensure that HR Insight continues to support key reporting to Member States and human resources practitioners, as Umoja continues to be deployed to all field missions. The Project Manager (Data Warehouse) is also responsible for ensuring data quality and integrity in the data warehouse; overseeing the enhancement of the self-service reporting portal; designing and ensuring implementation of data security rules and models; ensuring that all aspects of the data warehouse are implemented in line with industry best practices and Secretariat standards; assisting in the delivery of key human resources reports, including the report on the composition of the Secretariat containing information on gratis personnel, consultants and retirees, and monthly workforce statistics; supporting the provision of data on human resources reform initiatives such as mobility; and supporting critical reporting and statistical data to Member States.

406. The data warehouse has continued to contribute to the analytical capabilities and additional reports have been made available to support field operations. The data warehouse has been utilized in the preparation of a number of key reports in support of the deployment of Umoja and the global data clean-up effort. Reporting capabilities will be enhanced, enabling the preparation of additional data and the provision of more support for the roll-out to the field of the Umoja training programme. As a result, both operational and high-level reports for field missions will be prepared in 2014/15. The amount of information in the data warehouse is expected to continue to increase, facilitating the preparation of a number of reports for human resources management in the field.

407. In this context, it is proposed that one general temporary assistance position of Project Manager (Data Warehouse) (P-4) be continued. The incumbent would be responsible for the overseeing the overall implementation of the data warehouse; leading efforts to analyse and document the Organization's business needs in terms of reporting; overseeing the data warehouse design; assisting in the design of a reporting hierarchy; ensuring a seamless integration with legacy systems dealing with human resources management that are planned to be decommissioned, such as IMIS; facilitating integration with Inspira and Umoja so that data can be exchanged and reports can be generated; ensuring the quality and integrity of the data in the warehouse; overseeing the building of the self-service reporting portal; designing and ensuring the implementation of data security rules and models; and ensuring that all aspects of the data warehouse are implemented in line with industry best practices and Secretariat standards.

408. Once certain Inspira modules have been rolled out to the field, the system still requires constant development owing to changes in policies and technologies. The Development Officer (P-3) plays a key role for the operation of Inspira and the incumbent of that post, along with consultants and contractors, is responsible for any expected module enhancement. While the need for development will decrease in

2014/15, the function of the Development Officer is essential for making ongoing changes to Inspira and for keeping the Inspira tool fresh and current, in accordance with information technology standards.

409. The incumbent would document business processes and functional requirements for module enhancement and change requests for existing modules. The incumbent would also define test plans and lead in the preparation of test scripts and training materials, with particular emphasis on field staff, and oversee the preparation and coordination of user acceptance testing. The incumbent would ensure a smooth transition to the production stage for new systems and enhance and coordinate post-production support activities.

410. According to the Umoja work plan, the human resources modules of Umoja will be completed and fully rolled out by June 2016. Although the financial functions of IMIS at Headquarters will be decommissioned in June 2014, the human resources modules of IMIS will continue to run until 2016. In this context, the IMIS help desk will continue to support users in peacekeeping missions. Accordingly, it is proposed that one general temporary assistance position of Assistant (GS (OL)) be continued to identify and analyse technical problems within IMIS human resources functionalities; provide guidance and solutions to all users with regard to IMIS in the field on human resources management; coordinate data processing when actions involve users from more than one department; liaise with local IMIS coordinators in the field on the analysis of data for processing the transfer of data on staff posts; liaise with IMIS technical staff on various aspects of system maintenance, including the review of documentation on functional and/or technical requirements; support the utilization of the Section's tracking system to record user requests and to assist in building a knowledge-based library of the most common issues, which may lead to the design of training sessions for users; and assist in organizing and delivering training in all areas of the IMIS human resources management application for staff in all categories, both at Headquarters and in the field, including the development and revision of training programmes. Furthermore, owing to the high turnover of support staff in the field, there has been a significant increase in the number of IMIS issues caused by human errors, requiring extensive corrections in the IMIS system and causing substantial delays in the processing of staff members' records and payroll. The incumbent would respond to IMIS requests relating to IMIS script changes, index number requests, IMIS adjustments, corrections and other related requests. Currently, over 25 per cent of the IMIS support provided is related to the movement of field-based staff.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14) (1)	Apportionment (2014/15) (2)	Cost estimates (2015/16) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	7 031.5	6 763.7	8 132.1	1 368.4	20.2
II. Non-post resources					
General temporary assistance	2 206.9	2 552.4	1 221.0	(1 331.4)	(52.2)
Consultants	5.6	6.5	156.5	150.0	2 307.7
Official travel	141.0	157.0	157.5	0.5	0.3
Information technology	1 949.8	1 226.0	1 226.0	–	–
Other supplies, services and equipment	134.3	140.6	140.6	–	–
Subtotal, II	**4 437.6**	**4 082.5**	**2 901.6**	**(1 180.9)**	**(28.9)**
Total	**11 469.1**	**10 846.2**	**11 033.7**	**187.5**	**1.7**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$8 132.1	$1 368.4	20.2%

411. The provision would cover the salaries, common staff costs and staff assessments for the 58 proposed posts. The higher requirements are attributable to the proposed conversion of 12 general temporary assistance positions to posts.

	Cost estimates	*Variance*	
General temporary assistance	$1 221.0	($1 331.4)	(52.2%)

412. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of eight general temporary assistance positions. The lower requirements are mainly attributable to the proposed conversion of 12 general temporary assistance positions to posts.

	Cost estimates	*Variance*	
Consultants	$156.5	$150.0	2 307.7%

413. An amount of $6,500 is proposed for the engagement of a consultant with technical expertise in the area of mental health to convert the existing mission readiness and wellness training programme to a web-based online learning course to be made available at the eight workshops to be held in the peacekeeping missions. The programme aims to promote mental well-being and to improve retention of staff members in the field and incumbency levels in peacekeeping missions.

414. An amount of $150,000 is proposed for the engagement of a business analyst consultant with technical expertise in the area of revision and improvement of talent management to assist in the enhancement of Inspira modules in the peacekeeping missions following the business changes that occurred in the context of the new

staffing and mobility framework. It is anticipated that the consultant with the specific skills will ensure that the changes to Inspira are in line with the updated business requirements.

415. The higher requirements are mainly attributable to the additional requirement for enhancement of Inspira.

	Cost estimates	*Variance*	
Official travel	$157.5	$0.5	0.3%

416. An amount of $59,300 is proposed to undertake the following mission planning/assessment/consultation activities: assessment of a regional medical facility linked to peacekeeping missions ($13,100); and visits of Legal Officers to Entebbe, Nairobi and Addis Ababa in relation to disciplinary cases for consultation and assistance with the representation of the Administration before the United Nations Dispute Tribunal ($46,200).

417. An amount of $58,000 is proposed to undertake the following technical support activities: monitor the exercise of delegated authorities for human resources management in two peacekeeping missions ($18,700); conduct outreach activities in coordination with DFS to unrepresented and underrepresented Member States to encourage candidates to apply to peacekeeping missions and identify suitable candidates in certain occupational networks ($13,400); provide user support and training to mission personnel on the use of Inspira ($17,000); and provide technical support on software integration with applications that support peacekeeping operations ($8,900).

418. The amount of $23,400 is proposed to participate in the following seminars/conferences/workshops: human resources network and International Civil Service Commission workshops related to conditions of service in the field ($13,900); and the regional meeting of chief medical officers for coordination and updating of medical standards, health policies and health care issues arising from all duty stations ($9,500).

419. The amount of $16,800 is proposed to undertake the mission crisis management training for mission focal points in peacekeeping missions.

	Cost estimates	*Variance*	
Information technology	$1 226.0	–	–

420. An amount of $1,226,000 would provide for non-standard requirements for Inspira software licenses and fees ($422,500), contractual services for ongoing support of Inspira, the human resources website and HR Insight ($416,200) and the development of Inspira applications ($387,300) to meet peacekeeping business needs, as indicated in the table and paragraphs below.

Non-standard information technology by category

(United States dollars)

Software licences and fees	
Inspira	422 500
Subtotal	**422 500**
Contractual services	
Ongoing support	
Inspira	255 100
Human resources website and HR Insight	161 100
Subtotal	**416 200**
Development of applications	
Inspira	387 300
Subtotal	**387 300**
Total	**1 226 000**

Inspira

421. An amount of $1,064,900 is proposed for the maintenance and continued implementation of Inspira, as follows:

(a) Software licenses and fees. An amount of $422,500 is proposed for the maintenance fee of the proprietary software required for the Inspira system;

(b) Contractual services — ongoing support. An amount of $255,100 is proposed for two full-time and one part-time (50 per cent) contractual personnel for continued ongoing support services for system users at Headquarters and for users across multiple time zones in peacekeeping operations during the deployment of the application. It is estimated that 12 months will be needed at $8,400/month on average per full-time contractor;

(c) Contractual services — development. An amount of $416,200 is proposed for three full-time and two part-time (40 per cent) contractual personnel to continue the development of enhancements and integration of the system. During the 2015/16 fiscal period, the Inspira team plans to have a new release every quarter to maintain its functional and technical alignment with business needs. The requirements also pertain to mobility and consultant management modules and the continuation of Umoja integration. The contractual services are estimated at 8,400/month on average per full-time contractor.

Human resources website and applications

422. An amount of $161,100 is proposed for the maintenance and continued enhancement of the consolidated human resources website and other applications, such as HR Insight, for peacekeeping for the benefit of field personnel, including links to local offices and divisions as well as relevant external sites:

Contractual services — ongoing support. An amount of $161,100 is proposed for four part-time contractual personnel to maintain and continue enhancements to the human resources applications. The contractual services are estimated at 8,400/month on average per full-time contractor.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$140.6	–	–

423. An amount of $140,600 is proposed to provide for materials and training fees for training on the new versions of the Inspira software ($3,900); training fees for the mission readiness and resilience workshops ($5,000); training fees for the workshops to improve human resources-related substantive skills ($6,700); and medical travel kits and the maintenance of medical equipment ($125,000).

4. Office of Central Support Services

(a) Results-based-budgeting framework

424. The Office comprises of the Office of the Assistant Secretary-General, the Business Continuity Management Unit, the Procurement Division and the Facilities and Commercial Services Division.

425. The Procurement Division will continue to provide support to DFS and field operations by undertaking and conducting procurement activities within the framework of the Financial Regulations and Rules of the United Nations to develop policies and procedures for procurement at Headquarters and in field operations. The priorities and challenges anticipated for the 2015/2016 period include the provision of continuous support to meet procurement requirements for peacekeeping, including conducting optimized procurement for field operations through the Regional Procurement Office in Entebbe.

426. During the 2015/16 period, the Procurement Division plans to expand its leadership role in strategic procurement by pioneering new procurement initiatives with a consistent focus on achieving best value for money as the guiding principle and, through its partnership function in the United Nations supply chain, by continuously identifying areas to implement enhanced procurement-related processes, building upon lessons learned from pilot exercises, such as updated acquisition methodology in air charter, improvement and modernizing of food rations contracts, a modern turnkey approach to fuel arrangements in the field, diversified outreach efforts to the vendor community and other areas.

427. The Procurement Division also plans to establish an operational framework for the global management of the Secretariat vendor roster by building on the experience gained by the interim master data management team, which has been consolidating vendor rosters during the Umoja transition period.

428. After evaluation of the ongoing electronic tendering pilot, the Procurement Division plans to expand the programme to support the electronic submission of vendor responses for a growing number of solicitation exercises. The ability of vendors to express interest by responding electronically to a request for expression of interest through the Division's website and mobile application is planned to be implemented in 2015/16.

429. The Facilities Management Service in the Facilities and Commercial Services Division will continue to facilitate the work of DPKO, DFS and other offices funded from the support account by providing high-quality and safe working conditions and policy advice on facilities management matters that have specific implications for field missions. In line with its overall responsibility for property management, the Service will continue to support peacekeeping operations with the establishment of property management policies, procedures, training and internal control mechanisms that meet their specific requirements. With the implementation of IPSAS and the roll-out of Umoja, this also includes provision of global support in material data governance and establishment of a Secretariat-wide compliance monitoring system.

430. The Commercial Activities Service in the Facilities and Commercial Services Division is responsible for the provision of efficient, cost-effective and high-quality services and products to peacekeeping operations, covering travel and transportation, archives and record-keeping and pouch and mail services. The priorities and challenges for the Service include the continued management of the enhanced electronic United Nations laissez-passer; monitoring of the travel management services and providing policy and implementation advice on travel-related issues; continued improvement in business processes; continued promotion of and assistance to peacekeeping missions in the implementation of the mail and pouch shipping and tracking system; and the preservation of electronic records. The Service will continue to support Umoja in the global implementation of its business change practices in the affected areas.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Archival material for all liquidating missions is available at Headquarters to the Organization, Member States and the general public (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- Identification of archival records at MONUSCO for immediate transfer to Headquarters
- 50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 No less than 70 per cent of peacekeeping missions employ standard policies, tools and technical standards for records management (2013/14: 70 per cent; 2014/15: 70 per cent; 2015/16: 70 per cent)
	3.2 Standard office accommodations are provided for new and existing support account-funded personnel (staff and contracted personnel) at Headquarters

3.3 Establishment of a compliance monitoring framework for fixed asset management that enables regular review of property records and ensures adequate inventory controls and accountabilities in line with IPSAS requirements

3.4 Review of 90 per cent of vendor registration applications within 2 months of the date of submission of the application (2013/14: 97.2 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)

3.5 Average time for review of local procurement authority requests less than or equal to 8 days (2013/14: 6.5 days; 2014/15: 8 days; 2015/16: 8 days)

3.6 Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases, less than or equal to 25 days (2013/14: 25 days; 2014/15: 25 days; 2015/16: 25 days)

3.7 Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (2013/14: 90 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)

3.8 Positive feedback in surveys of users of travel and transportation services (2013/14: 93 per cent; 2014/15: 95 per cent; 2015/16: 95 per cent)

Outputs

- Implementation of an electronic records management programme that adheres to United Nations record-keeping requirements at MINUSCA
- Organization of one digital records management workshop for peacekeeping operation personnel at the Regional Service Centre to support the implementation of the records and documents management system deployed by DFS
- Implementation of a compliance monitoring framework in peacekeeping missions for fixed asset management that enables regular review of property records and ensures adequate inventory controls and accountabilities in line with IPSAS requirements
- Issuance of 1,500 purchase orders, 230 systems contracts including amendments and 350 regular contracts including amendments in support of peacekeeping operations
- Organization of business seminars in 30 locations for developing countries and countries with economies in transition and training of 10 staff members from chambers of commerce on procedures for vendor registration
- Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars

- 73 new international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, modularization (enabling capacities in the context of the global field support strategy), vehicles, armoured vehicles, airport specialized vehicles and material handling equipment, including all related spare parts and after-sale service, fuel, including turnkey contracts, rations, general supplies, medical and security equipment and services and information technology and communications requirements
- 220 new international tenders launched in support of peacekeeping missions in relation to passengers and cargo movements, long-term air and sea charters, freight forwarding, logistics and aviation services
- 22 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, participation in 5 trade and industry fairs to ensure that competition is maximized and participation in the rations contract management conference of the Department of Field Support at UNLB
- Review of 200 local procurement authority requests and 100 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded
- 9 procurement assistance visits (MINUSCA, UNSOA, UNDOF, UNMIL, UNIFIL, UNOCI, UNLB, MINURSO and MINUSMA)
- Technical review and administrative support of 286 established high-value and complex systems contracts (30 vehicle contracts, 80 contracts on fuel, rations and supplies, 32 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 100 long-term air charter and aviation-related contracts and 34 information technology and communications contracts) in support of peacekeeping operations
- 100 staff at Headquarters and in field operations trained in procurement courses offered at the online Procurement Training Campus
- 60 staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars
- 35 staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses
- Market surveys, assistance to DFS on commercial negotiations and review of 120 letters of assist/Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions
- 280 cargo insurance requests handled in support of inter-mission shipments, including preparation of monthly reports for the Insurance and Disbursements Service, 6 mission cargo insurance claims handled in consultation with the Travel and Transportation Section and 45 shipping authorizations and import customs clearances performed for United Nations property shipped between missions and New York
- Due diligence investigations of requests for sole-source procurement based on proprietary nature of goods and services to ensure internal control, including performance of market research related to information technology and communications requirements of missions
- Screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping missions
- Negotiation or renegotiation of 44 airline agreements to reduce cost of travel to field missions

- 6,500 travel authorization inspections
- Response to 500 requests from peacekeeping missions for specific guidance on policy, procedure and air travel (requests for clarification of policy application, entitlements, air itinerary routings, etc.)
- Entitlement calculation of 350 lump-sum home leave travel requests for DPKO and DFS at Headquarters
- Issuance of 6,375 United Nations travel documents and visas
- Arrangement of 1,650 shipment consignments (registrations) of personal effects

External factors

Successful and on-schedule deployment of an electronic record-keeping system in peacekeeping operations to manage compliant, reliable and authentic electronic records. Vendors will participate in business seminars and apply for registration. Contracted couriers will process shipments on a timely basis; developments in the airline and shipping industries will continue to affect negotiation of favourable agreements and/or contracts

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	4	–	–	–	4	–
P-4	19	–	–	–	19	–
P-3	26	–	1	–	27	1
P-2/P-1	5	–	–	–	5	–
Subtotal	**55**	**–**	**1**	**–**	**56**	**1**
General Service and related						
Principal level	1	1	–	–	2	1
Other level	27	(1)	–	–	26	(1)
Subtotal	**28**	**–**	**–**	**–**	**28**	**–**
Total, posts	**83**	**–**	**1**	**–**	**84**	**1**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–
P-3	2	–	(1)	–	1	(1)
P-2/P-1	1	–	–	–	1	–
Subtotal	**3**	**–**	**(1)**	**–**	**2**	**(1)**

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2015/16*	*Change*
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total, general temporary assistance positions	**4**	**–**	**(1)**	**–**	**3**	**(1)**
Total	**87**	**–**	**–**	**–**	**87**	**–**

(c) Justification of posts

Procurement Division

Procurement Management Section

Vendor Registration and Management Team

Conversion of one general temporary assistance position (P-3 Procurement Officer) to a post

431. The current staffing establishment of the Vendor Registration and Management Team comprises 6 posts (1 P-4, 2 P-3, 1 P-2 and 2 GS (OL)) and 2 general temporary positions funded from the support account. The Team is responsible for the provision of all vendor-related support services as well as managing the United Nations vendor roster, undertaking vendor due diligence, carrying out administrative functions of the Vendor Review Committee and undertaking outreach efforts to expand the existing vendor roster to cover a wider geographical area and vendors from developing countries and countries with economies in transition. As a result of expanded vendor outreach efforts by the Procurement Division, there has been a significant increase in the number of new vendor applications and acceptance of these applications in the vendor roster. With the roll-out of Umoja to all peacekeeping missions in November 2013 and at Headquarters in July 2014, the Vendor Registration and Management Team is now receiving a significantly higher number of vendor-related requests.

432. The incumbent of the general temporary position of Procurement Officer (P-3) would act as the coordinator of business seminars and other outreach activities. In meeting the increasing number and scope of requests, the incumbent, together with a supporting GS (OL) staff member, is expected to organize 30 business seminars for developing countries and countries with economics in transition, train 10 representatives from permanent missions, consulates, chambers of commerce or other organizations in a similar capacity and coordinate the annual Member State briefings for permanent missions.

433. The incumbent would also be the focal point for maintaining and soliciting third-party services used by the Division, including vendor due diligence tools, the United Nations Global Marketplace and various training sessions for staff members.

Additional responsibilities include reporting on vendor-related statistics critical to the implementation of Umoja.

434. In view of the above, it is proposed that the general temporary position (P-3), which has been approved by the General Assembly since 1 July 2011, be converted to a post.

Post reclassification

Procurement Management Section

Reclassification of one post (GS-OL Information Technology Assistant to GS-PL Information Management Assistant)

435. The Information Management and Analysis Team under the Procurement Management Section of Procurement Division is experiencing an increase in complexity of its responsibilities, originating from a rising demand for data analysis and statistics services, a requirement to support consolidated Procurement Processes, and the need to operate a complex Umoja business intelligence and dashboard environment.

436. In light of the above, there is a need to reclassify one post of Information Technology Assistant (GS (OL)) to Information Management Assistant (GS-PL) to deal with increasingly complex information technology business activities in the Procurement Division.

437. The incumbent would be tasked with the following responsibilities: provision of requirement specifications to Umoja's business intelligence team; liaison with OIOS and the Board of Auditors to interpret and assess data requests and produce correct output; and provision of procurement, vendor and asset data analysis services to the master data management teams. The incumbent would also assume supervisory responsibilities, including oversight and coordination of operational tasks executed by staff at a lower level, promoting a culture of knowledge sharing and development of new skills, conducting training sessions and coordinating the development of standard operating procedures.

438. The incumbent would also act as technical focal point for strategic third-party service providers, act as lead administrator of the Division's document management system, assist in the configuration and management of a new electronic tendering solution, develop and deliver electronic tendering training sessions for procurement staff and Secretariat vendors and administer a new web content management system internet site.

(d) Justification of general temporary assistance positions

Procurement Division

Peacekeeping Procurement Section

Engineering Support Team

Procurement Officer (1 P-3 position, continuation)

439. The Engineering Support Team is responsible for the procurement of infrastructure-related services in support of MINUSMA and MINUSCA. MINUSMA requires continuous support for requirements such as borewell drilling,

airfield construction and maintenance and camp construction. The mission is expanding and these requirements are significant and complex. MINUSCA presents an even broader range of requirements relating to the construction of headquarters in three different sectors, vertical works and contracts for enabling capacity for erection and installation of equipment and airfield, runway and taxi way construction. Additional requirements include the purchase of goods and equipment such as prefabricated buildings, tents, generators, solar panels, water treatment plants and helipads; borewell drilling and waste management services; and installation and maintenance of engineering-related equipment.

440. The number and size of contracts handled by the Engineering Support Team in support of missions is significant, with an estimated total value of $1.4 billion. On the basis of systems contracts, the Team issues approximately 50 purchase orders per year. In addition to systems contracts, the Team handles regular contracts and contract amendments/extensions (approximately 30 per year). The Team also handles a high volume of mission requests for local procurement authority and submissions of local procurement cases for presentation to the Headquarters Committee on Contracts, about 60 in total per year. The Team continues to be involved in the arrangement of bidders' conferences, issuance of clarifications on tenders to vendors, site visits, prototype inspections and contracts negotiations to ensure that field operations' engineering support requirements continue to be met through commercial contracts according to high industry standards.

441. The workload is significantly heavier for start-up missions owing to the engineering requirements being strategic in nature and for critical commodities, and thus under the direct management of Headquarters.

442. In this context, it is proposed to continue the temporary position of Procurement Officer (P-3) for the establishment and management of high-value complex contracts in support mainly of MINUSMA and MINUSCA, as explained above. Timely and efficient re-bidding, including market research, management and negotiation of new contracts, will benefit the Organization by creating effective international competition and achieving best value for money.

Procurement Division

Procurement Management Section

Vendor Registration and Management Team

Procurement Assistant (1 GS (OL) position, continuation)

443. The current staffing establishment of the Vendor Registration and Management Team comprises 6 posts (1 P-4, 2 P-3, 1 P-2 and 2 GS (OL)) and 2 general temporary positions funded from the support account. The Team is responsible for the provision of all vendor-related support services as well as managing the United Nations vendor roster, undertaking vendor due diligence, carrying out administrative functions of the Vendor Review Committee and undertaking outreach efforts to source new vendors in order to expand the existing vendor roster to cover a wider geographical area and vendors from developing countries and countries with economies in transition. The team also provides guidance as well as operational support to Umoja deployment and operations teams with regard to vendor management-related topics. In addition, after the Umoja roll-out and vendor registration reform, the number of vendor applications at basic level and level 1 will

significantly increase. Furthermore, the Umoja business partner maintenance will also require an important contribution of staff members from the Vendor Registration and Management Team.

444. In this context, it is proposed that the general temporary assistance position of Procurement Assistant (GS (OL)) be continued to carry out the data clean-up, enter data into the vendor database and the procurement process system, review vendor applications and carry out other administrative tasks related to vendors. The incumbent will also support the roll-out and operation of Umoja through the development and maintenance of a single global database.

Facilities and Commercial Services Division

Archives and Records Management Section

Associate Information Management Officer (1 P-2 position, continuation)

445. The current staffing establishment of the Archives and Records Management Section comprises two posts (1 P-4, 1 P-2) and one general temporary assistance position of Associate Information Management Officer (P-2), funded from the support account.

446. Peacekeeping missions routinely produce born digital substantive records that need to be preserved as archives; the long-term objective is to fully meet the Organization's accountability and record-keeping requirements and to make non-sensitive archives available for consultation by Member States. It is best practice to take action when the records are created and stored in an information system; however, processes for identifying and preserving these archives have not been fully developed and implemented by the Archives and Records Management Section and DFS. The transition to digital records management will eventually lead to cost avoidance on shipping and storing of paper records. (The cost of shipping records from missions to Headquarters ranges from $30 to $43 per carton, and that of keeping one carton in offsite storage ranges from $12 to $15 per cycle.)

447. In light of the above, it is proposed that the general temporary position of Associate Information Management Officer (P-2) be continued in 2015/16 in order to provide the technical expertise which Archives and Records Management Section lacks to facilitate the transition from receiving, storing and managing paper records to managing and preserving digital records.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14) (1)	Apportionment (2014/15) (2)	Cost estimates (2015/16) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	11 159.3	12 333.0	12 566.7	233.7	1.9
II. Non-post resources					
General temporary assistance	961.2	537.8	395.8	(142.0)	(26.4)
Consultants	175.6	243.6	235.0	(8.6)	(3.5)
Official travel	544.1	653.0	605.5	(47.5)	(7.3)
Facilities and infrastructure	–	–	21 784.2	21 784.2	–
Information technology	76.7	66.5	73.4	6.9	10.4
Other supplies, services and equipment	801.0	784.7	708.3	(76.4)	(9.7)
Subtotal, II	**2 558.6**	**2 285.6**	**23 802.2**	**21 516.6**	**941.4**
Total	**13 717.9**	**14 618.6**	**36 368.9**	**21 750.3**	**148.8**

(f) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$12 566.7	$233.7	1.9%

448. The provision would cover the salaries, common staff costs and staff assessments for the 84 proposed posts. The higher requirements are attributable to the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	Variance	
General temporary assistance	$395.8	($142.0)	(26.4%)

449. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of three general temporary assistance positions. The lower requirements are attributable to the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	Variance	
Consultants	$235.0	($8.6)	(3.5%)

450. An amount of $150,000 is proposed for the engagement of two consultants to conduct security screening, catalogue paper and digital peacekeeping archives and digitize paper archives.

451. An amount of $60,000 is proposed for the engagement of a consultant for four months to provide specialized advice on development capacity for ingestion and preservation of digital archives of peacekeeping operations.

452. An amount of $10,000 is proposed for the engagement of a consultant to conduct training for new staff members joining the Procurement Division. The

specialized training will enable staff members to conduct successful business seminars and help to increase procurement opportunities for vendors from developing countries and countries with economies in transition.

453. An amount of $15,000 is proposed for the engagement of a consultant from the International Air Transport Association to conduct a training session for staff members of the Procurement Division on the technical requirements and cost implications of air charter procurement and the standard practice and terminology of the air charter industry. The training will enable the staff members to better understand the specific requirements of the air charter industry and to effectively and efficiently execute procurement activities in relation to air charters and aviation services.

	Cost estimates	*Variance*	
Official travel	$605.5	($47.5)	(7.3%)

454. An amount of $158,700 is proposed for travel to conduct on-site bidders' conferences for complex information technology infrastructure, transportation management and global staffing contracts in peacekeeping missions, in order to provide first-hand knowledge of local infrastructures and missions' complex logistical requirements, which vendors need in order to submit proposals; to establish high-value systems contracts for air charters and air cargo, which entails technical inspections of vendors' prototypes and/or production lines followed by contract negotiations ($148,400); and to conduct one mission visit to MINUSCA to implement record management programmes in compliance with United Nations record-keeping requirements ($10,300).

455. An amount of $76,200 is proposed for travel to conduct annual reviews of procurement activities in field operations in order to identify and report on performance, weaknesses, areas of risk and ongoing challenges and to recommend appropriate action for improvements in the procurement function.

456. An amount of $289,600 is proposed for travel to conduct business seminars in 30 locations and peacekeeping operations in order to review the capacity of vendors in the areas and disseminate information on procurement opportunities. The proposed visits would also allow the Procurement Division to conduct preliminary assessments of potential locations for consultation with host country organizations, such as chambers of commerce.

457. An amount of $81,000 is proposed for travel to participate in training sessions in the areas of supply chain management, information technology service and product procurement, digital records management and aviation contract management, and to provide training to peacekeeping personnel in the implementation of the fixed assets framework in field missions.

458. The lower requirements are attributable to the combination of business seminar travel with other official travel such as contract negotiation, bidders' conferences and procurement assistance visits.

	Cost estimates	*Variance*	
Facilities and infrastructure	$21 784.2	$21 784.2	–

459. An amount of $21,784,200 is proposed to provide for the standard rental of premises and for alterations, improvements and furniture centrally administered by

the Executive Office of the Department of Management on behalf of DPKO ($7,417,300); DFS ($7,689,600); the Department of Management ($4,976,700), OIOS ($540,600); the Executive Office of the Secretary-General ($79,500); the Office of Staff Legal Assistance ($15,900); the Ethics Office ($47,700); the Office of Legal Affairs ($343,800); the Department of Public Information ($63,600); the Department of Safety and Security ($286,200); the secretariat of the Advisory Committee on Administrative and Budgetary Questions ($73,500); and OHCHR ($249,800).

460. The higher requirements are attributable to the fact that the resources for standard rental of premises and for alternations, improvements and furniture on behalf of offices and departments funded from the support account are no longer presented in the budget of the Executive Office of the Department of Management but under the Office of Central Support Services, in order to allow for appropriate presentation of these costs.

	Cost estimates	*Variance*	
Information technology	$73.4	$6.9	10.4%

461. An amount of $73,400 is proposed for the acquisition of non-standard information technology software for the Procurement Division ($45,400) and of hardware and software to support the development of the peacekeeping digital archives ($28,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$708.3	($76.4)	(9.7%)

462. An amount of $708,300 is proposed to provide for the cost of commercial storage and handling with a third-party service provider for the archiving of peacekeeping operations records at Headquarters ($130,000); vendor screening services and subscription to Dun and Bradstreet vendor credit reports ($202,000); maintenance of the United Nations Global Marketplace (100,000); storage supplies and specialized equipment related to archiving ($50,000); subscription to an international publications search engine and news services related to global providers of energy and the chemical industry ($52,600); and training fees for attendance at various specialized technical certification programmes in the Procurement Division ($173,700).

463. The lower requirements are attributable primarily to the fact that peacekeeping missions increasingly send a combination of digital and paper records to the Archives and Records Management Section, thereby reducing the requirement for paper storage.

5. Office of Information and Communications Technology

(a) Results-based-budgeting framework

464. The Office currently comprises the immediate Office of the Chief Information Technology Officer, the Strategic Management Service and the Programme Management Division, which includes the Resource Management Service, the Knowledge Management Service, the Infrastructure Management Service and the Field Systems Section.

465. The Office provides central leadership for the establishment and implementation of Organization-wide ICT standards and activities in order to ensure

efficient utilization of resources, the modernization of information systems and improvements in the ICT services available to the United Nations. The ICT strategy, as approved by the General Assembly in resolution 69/262, aims to strengthen and provide a common vision for ICT delivery in the United Nations through modernization, transformation and innovation and by providing a framework for improved governance, strong leadership and optimal use of resources.

466. During the 2015/16 period, with regard to the development and service support of ICT for field missions, the Office will continue to work closely with DFS and to focus on ICT architecture and standard-setting efforts; planning and implementation of major infrastructure improvements; development, implementation and support of Organization-wide and major shared applications; centralized project management support activities; coordination of disaster recovery and business continuity planning; review of budget requirements against strategy and priorities; and strategic oversight of functions related to ICT at the Global Service Centre. In addition, the Office will continue to provide information technology infrastructure support at Headquarters to departments that backstop and support peacekeeping operations.

467. The Office will continue to carry out a number of important initiatives that have a direct impact on the effectiveness and efficiency of the United Nations field missions, including strengthening of information and systems security, ensuring the highest level of accessibility for enterprise systems such as iSeek, the Official Document System, the eCC application, IMIS and Umoja, and the maintenance of the secondary data centre and satellite Earth station located at Headquarters. The Office will continue the implementation of the customer relationship management solution for troop contributions management and its related mobile application, the systems for fuel and rations management and the enterprise identity management application in peacekeeping operations, for which the cost pertaining to information technology is included in the 2015/16 proposed budget of each peacekeeping mission, as further detailed in the Secretary-General's report on the overview of the financing of the United Nations peacekeeping operations (A/69/751). Further, the Office will continue to implement the contact database for the United Nations Operations Control Centre at Headquarters.

468. Finally, the Office will continue to provide hosting services for Inspira through a third-party vendor while working on the technical upgrade of Inspira to a more recent version of the underlying software, as the current version will not be supported after June 2015.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent accessibility and availability of Umoja to all peacekeeping missions where Umoja is deployed (2013/14: not applicable; 2014/15: not applicable; 2015/16: 99 per cent)
	3.2 99 per cent availability to Headquarters and all peacekeeping operations of established ICT infrastructure at Headquarters and existing enterprise information systems (2012/13: 99 per cent; 2013/14: 99 per cent; 2014-2015: 99 per cent; 2015-2016: 99 per cent)

Outputs

- Connectivity to the network and infrastructure support for access to existing enterprise systems, for example, the Intranet and the integrated management information system, and to secure communications, including voice and video calls
- Pilot implementation of the mobile customer relationship management solution for troop contributions management in 1 peacekeeping operation, and implementation of the current non-mobile solution in MINUSCA
- Implementation and support of the electronic fuel management solution in 2 peacekeeping operations
- Pilot implementation of the electronic rations management solution in 1 peacekeeping operation
- Provision of support for the enterprise identity management application to users at Headquarters and in the field
- Provision of round-the-clock application support for the contact database application to users at Headquarters
- Provision of hosting and round-the-clock monitoring for Inspira

External factors

Security considerations or operational constraints in peacekeeping operations will enable the successful implementation of approved enterprise information technology systems in the field

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	3	–	–	–	3	–
P-3	4	–	–	–	4	–
P-2/P-1	3	–	–	–	3	–
Subtotal	**10**	–	–	–	**10**	–
General Service and related						
Principal level	3	–	–	–	3	–
Other level	1	–	–	–	1	–
Subtotal	**4**	–	–	–	**4**	–
Total, posts	**14**	–	–	–	**14**	–

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	–	–	1	–
P-3	2	–	–	–	2	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total	**3**	**–**	**–**	**–**	**3**	**–**
Total posts and positions	**17**	**–**	**–**	**–**	**17**	**–**

(c) Justification of general temporary assistance positions

Resource Management Service

469. The approved staffing establishment of the Resource Management Service includes three general temporary assistance positions (1 P-4 and 2 P-3) and no posts funded from the support account. The Service is responsible for delivering technology-based solutions for peacekeeping operations in the areas of troop contribution management, fuel management, rations management, enterprise identity management and crisis management. All solutions delivered by the Resource Management Service leverage standard technologies of the United Nations Secretariat, such as those which support Umoja and Inspira, in order to ensure the long-term sustainability of the solutions.

Customer relationship management solution for troop contribution management (contingent-owned equipment application)

Information Systems Officer (1 P-3 position, continuation)

470. The first release of the application was implemented in 2010/11. The application was deployed in four peacekeeping operations during the 2011/12 and 2012/13 periods and in two additional peacekeeping operations in 2013/14. The implementation of the current software release is on track in two additional peacekeeping operations for 2014/15, completing the implementation in all peacekeeping operations except MINUSCA.

471. The customer relationship management solution for troop contribution management has automated data import of memorandum of understanding and inspection processes for contingent-owned equipment in peacekeeping operations. For 2015/16 it is planned to implement the solution in MINUSCA. As with all system implementation processes, the scheduling of the implementation of a

solution is subject to the operational requirements of the mission. Thus, each deployment constitutes a specific project which includes activities such as formalizing current business processes; fit-gap analysis; process re-engineering; data mapping; design, configuration and/or customization of the software; and training and support for mission users. No deployment is a replication of a previous deployment, because the business processes, data and substantive needs vary from one peacekeeping operation to another.

472. Furthermore, the Office is currently developing the mobile release of the customer relationship management solution to take advantage of mobile technologies and enhance further the inspection and billing processes. The pilot deployment of the mobile release is scheduled to commence in the 2015/16 period.

473. Given the continued need in 2015/16 for deployment, implementation and post-implementation support, it is proposed that only one general temporary assistance position of Information Systems Officer (P-3) be continued to perform planning and coordination functions for development, implementation and post-implementation work.

Electronic fuel management system

Information Systems Officer (1 P-3 position, continuation)

474. The electronic fuel management system is aimed at ensuring the full transparency of the fuel supply chain, monitoring consumption and helping to detect misappropriation. The pilot implementation was completed in 2011/12, and the system was implemented in one peacekeeping operation in 2012/13 and in three peacekeeping operations in 2013/14. Considering the operational constraints in the field, OICT anticipates implementation in two peacekeeping operations during each of the in 2014/15 and 2015/16 periods.

475. As with all system implementation processes, the scheduling of the implementation of the fuel management application is subject to the operational requirements of the missions. Thus, each deployment constitutes a specific project, which includes activities such as analysis of business processes; re-engineering of existing processes; data mapping; configuring mission equipment; data testing; and training, and support for mission users. No deployment is a replication of a previous one, because the business processes, data and substantive needs vary from one peacekeeping operation to another.

476. Accordingly, it is proposed that one general temporary assistance position of Information Systems Officer (P-3) be continued to assist the Resource Management Service as the focal point for the implementation of the system for peacekeeping operations and for the development of the system interfaces with local applications at peacekeeping operations.

Electronic rations management system

Project Manager (1 P-4 position, continuation)

477. The electronic rations management system project is aimed at ensuring the full transparency of the food supply chain, monitoring consumption and preventing waste and misappropriation. After two failed attempts to acquire a commercial solution for rations and food management, OICT is developing an internal solution.

DFS undertook a complete revision of field requirements and these were finalized during the 2012/13 period. During the same period a prototype was presented, followed by development work in 2013/14. The electronic rations management system is scheduled to enter the pilot phase in 2014/15. Lessons learned and critical changes are to be applied in 2015/16 period through a pilot implementation in one peacekeeping mission before the first roll-out.

478. Accordingly, it is proposed that one general temporary assistance position of Project Manager (P-4) be continued to lead the project, interact with the peacekeeping operations and DFS and coordinate the tasks of the contractual personnel.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	2 056.7	2 070.5	2 071.1	0.6	–
II. Non-post resources					
General temporary assistance	522.6	530.9	526.0	(4.9)	(0.9)
Official travel	269.4	282.1	298.1	16.0	5.7
Information technology	6 083.1	4 825.3	1 836.5	(2 988.8)	(61.9)
Subtotal, II	6 875.1	5 638.3	2 660.6	(2 977.7)	(52.8)
Total, I and II	8 931.8	7 708.8	4 731.7	(2 977.1)	(38.6)
Information and systems security	–	821.5	821.5	–	–
Total	**8 931.8**	**8 530.3**	**5 553.2**	**(2 977.1)**	**(34.9)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$2 071.1	$0.6	–

479. The provision would cover salaries, common staff costs and staff assessments for the 14 posts.

	Cost estimates	*Variance*	
General temporary assistance	$526.0	($4.9)	(0.9%)

480. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of three general temporary assistance positions.

	Cost estimates	Variance	
Official travel	$298.1	$16.0	5.7%

481. The official travel requirements are described below.

482. An amount of $20,000 is proposed for travel to undertake the following mission planning/assessment/consultation activities: assessment of local information technology solutions for strategic programmes and proposals for alignment as needed.

483. An amount of $260,300 is proposed for travel to undertake the following technical support activities: pilot deployment of the mobile customer relationship management solution for troop contribution management in one peacekeeping operation ($36,700); implementation of the customer relationship management solution for troop contribution management in one peacekeeping operation and upgrading of the software ($52,600); implementation of the electronic fuel management system in two peacekeeping operations ($80,800); post-pilot analysis and implementation of the electronic rations management solution in one peacekeeping operation ($55,600); review and monitoring of the implementation of the wide area network upgrade for Umoja connectivity between peacekeeping missions and carry-out compliance checks ($34,600).

484. An amount of $17,800 is proposed for travel to undertake the following training activities: Umoja troubleshooting training for local service desks in the Global Service Centre.

	Cost estimates	Variance	
Information technology	$1 836.5	($2 988.8)	(61.9%)

485. An amount of $1,836,500 would provide for non-standard requirements for the acquisition of specialized information technology equipment and software, software licences and fees and contractual services for ongoing support and for the development of applications to meet peacekeeping business needs, as indicated in the tables and described in the paragraphs below. As costs related to development of systems are presented in the peacekeeping budgets for 2015/16, these costs are not presented in the support account budget.

Non-standard information technology by category

(United States dollars)

Equipment	
Satellite Earth station	65 600
Subtotal	**65 600**
Software licences and fees	
Contacts database	15 100
Subtotal	**15 100**

Contractual services	
Ongoing support	
Secondary data centre	353 900
Satellite Earth station	36 500
Contacts database	288 500
Inspira	942 900
Subtotal	**1 621 800**
Development of applications	
Inspira	134 000
Subtotal	**134 000**
Total	**1 836 500**

Non-standard information technology by project

(United States dollars)

Secondary data centre	**353 900**
Satellite Earth station	
Hardware	65 600
Contractual services — ongoing support	36 500
Subtotal	**102 100**
Contacts database	
Software licences and fees	15 100
Contractual services — ongoing support	288 500
Subtotal	**303 600**
Inspira	
Contractual services — ongoing support	942 900
Contractual services — development of applications	134 000
Subtotal	**1 076 900**
Total	**1 836 500**

486. The resources for contractual personnel specializing in information technology are estimated on the basis of memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects. Contractual services at Headquarters are undertaken by a staffing complement of 5 contractual personnel working at levels equivalent to those under the United Nations grade-level system. A provision for common charges, such as rental space, office supplies and desktop services under the information technology standard-level agreement with OICT, has been estimated for contractual personnel at Headquarters and included in the relevant resource

classes under the central responsible department or office. These initiatives do not overlap with and are complementary to Umoja.

487. Non-standard requirements for field systems with ongoing and/or completed implementation are included in the budgets of peacekeeping operations, as further detailed in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/69/751).

Secondary data centre

488. An amount of $353,900 is proposed for recurring requirements of the secondary data centre at Headquarters, as follows:

(a) An amount of $165,100 is proposed for the facility ($128,600) and the electricity cost for power and cooling ($36,500);

(b) An amount of $188,800 is proposed for telecommunications costs.

Satellite Earth station

489. An amount of $102,100 is proposed to maintain the operation of the satellite Earth station, which provides back-up communications infrastructure for high-level officials at Headquarters and in field operations. For example, the station would allow for continuous voice and data connectivity through the Global Service Centre and/or other locations via satellite in the event of a crisis during the general debate of the General Assembly or during day-to-day interruptions in the links between Headquarters and field operations. The satellite technology complements the secondary data centre, which supports voice and data via telecommunication lines provided by local carriers, in the event that local communication is impaired. The amount proposed has the following components:

(a) An amount of $65,600 is proposed for the replacement of routers ($60,700) and switches ($4,900), which allow the transmission of data between Headquarters and all field operations for the United Nations Operations and Crisis Centre. The Earth Station's antenna is over 25 years old and requires recurring replacement of parts;

(b) An amount of $36,500 is proposed for the continued maintenance and use of the satellite network.

Contacts database

490. An amount of $303,600 is proposed to support the contacts database system for the United Nations Operations and Crisis Centre. The technology is used by operations officers to manage the emergency contact data of key United Nations personnel in the field and senior managers at Headquarters and to connect them with Member States at any given time, during crisis situations and regular operations, and provides situation reports in times of crisis. OICT provides technological support to the United Nations Operations and Crisis Centre contacts database round the clock, and covers software licences for the operations officers running the system at Headquarters. The amount proposed is detailed as follows:

(a) An amount of $15,100 is proposed to license 26 officers operating the contacts database application at Headquarters;

(b) An amount of $288,500 is proposed to support the stakeholders using the system through three contractual personnel providing help-desk support round the clock.

Inspira

491. An amount of $1,076,900 is proposed to support the Department of Management initiative of consolidating the management of the hosting of Inspira infrastructure, as follows:

(a) An amount of $942,900 is proposed to cover the cost of server hosting by a third-party vendor, reflecting an increase of 4 per cent compared to 2014/15, and an additional $114,000 for actual disk storage, which has grown by over 50 per cent since Inspira was first launched;

(b) An amount of $134,000 is proposed for one contractor to do software integration between Inspira and the enterprise identity management system for peacekeeping users. These two systems are among the largest in the Secretariat and both have reached a sufficient level of stability in peacekeeping operations to integrate Inspira's access control into the enterprise identity management system in order to strengthen its information security and allow provisioning, access profile and audit trail.

492. The lower requirements for information technology reflect the transfer of cost from the support account to peacekeeping missions for field systems that are being installed or have been installed.

E. Office of Internal Oversight Services

(a) Results-based-budgeting framework

493. OIOS comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division.

494. The Office contributes to the goals of the United Nations by promoting responsible administration of resources and improved programme performance, as well as a culture of accountability and transparency. To that end, the Office will (a) issue recommendations to strengthen internal controls and to mitigate risks (b) provide independent information and assessments to assist effective decision-making, and (c) provide independent reviews of the effectiveness of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on inspections, evaluations, internal audits and investigations, in accordance with applicable professional standards.

495. The Internal Audit Division developed its audit workplan for 2015/16 taking into account the recommendations of the Independent Audit Advisory Committee and will continue to use a risk-based audit planning approach in accordance with the Institute of Internal Auditors International Standard. The Division identified and assessed the risks to peace operations, as well as the related key controls to mitigate them, and will prioritize audit assignments for 2015/16 on the basis of the level of residual risk. Management requests for audits to address specific areas of concern were also considered in selecting assignments. Furthermore, the Internal Audit

Division coordinated with the Board of Auditors, the Joint Inspection Unit and other OIOS divisions to increase complementarities and avoid duplication.

496. The Inspection and Evaluation Division will continue to focus its work on evaluative oversight of peacekeeping through thematic evaluations and inspections assessing aspects of the relevance, efficiency and effectiveness, including impact, of peacekeeping operations. The workplan for 2015/16 includes four evaluations and/or inspections, two of which will be thematic evaluations of a cross-cutting nature that may have an impact across peacekeeping missions, while the other two will be either an evaluation at the subprogramme level or an evaluation to address specific requests from DPKO and DFS. The scope of work of the Division covers DPKO and DFS as well as the peacekeeping missions.

497. The Investigations Division will continue to focus its work on conducting administrative fact-finding investigations aimed at promoting responsible administration of resources, improved performance and a culture of accountability and transparency through the issuance of timely, high-quality reports on investigations in accordance with applicable professional standards. The initiatives aimed at strengthening support for and enhancing the performance of the Investigations Division include (a) heightened focus on fraud in high-risk operations; (b) newly developed investigation training programmes, resulting in an enhanced investigation capacity and the professionalization of the investigation function across the Organization; and (c) implementation of the Division's enhanced case management system.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of OIOS reports to the General Assembly are submitted in accordance with deadlines (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- OIOS reports specifically requested by the General Assembly
- Annual report to the General Assembly on peacekeeping oversight results

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (2013/14: 100 per cent; 2014/15: 95 per cent; 2015/16: 95 per cent)
	3.2 Acceptance of 95 per cent of evaluation and inspection recommendations (2013/14: 100 per cent; 2014/15: 95 per cent; 2015/16: 95 per cent)
	3.3 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

3.4 10 per cent of investigations completed during the financial period result in advisory notes addressing oversight issues in peacekeeping operations being issued to DFS and mission management, as well as to the Department of Management (2013/14: 12 per cent; 2014/15: 6 per cent; 2015/16: 10 per cent)

3.5 70 per cent of investigations conducted during the financial period are completed within 12 months or less (2013/14: 28 per cent; 2014/15: 70 per cent; 2015/16: 70 per cent)

3.6 50 per cent reduction of the backlog of investigation cases (2013/14: 39 per cent; 2014/15: 50 per cent; 2015/16: 50 per cent)

3.7 Personnel from 70 per cent of peacekeeping missions are trained in basic investigation training programmes and newly developed training programmes (2013/14: 80 per cent; 2014/15: 70 per cent; 2015/16: 70 per cent)

Outputs

- 3 thematic audit reports by auditors at United Nations Headquarters and peacekeeping missions
- 10 audit reports by auditors at Headquarters
- 68 audit reports by auditors at peacekeeping missions
- 1 meeting of chief resident auditors for annual work planning
- 1 meeting of resident auditors for professional development
- 2 evaluation reports addressing aspects of performance at the subprogramme level or in individual peacekeeping operations
- 2 evaluation reports addressing cross-cutting strategic priorities or topics
- 350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action
- 10 advisory notes issued regarding the oversight of peacekeeping operations
- 28 backlogged investigation cases completed
- 1 investigation training programme, which includes the United Nations investigator standard training course and the United Nations prohibited conduct investigations training programme, aimed at enhancing investigation capacity and the professionalization of the investigation function across the Organization
- 2 internal reviews of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques

External factors

External parties will cooperate with the conduct of audits, evaluation and inspection reviews and investigations

(b) Human resources requirements

Category	Approved staffing 2014/15	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2015/16	Change
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	2	–	–	–	2	–
P-5	16	–	2	–	18	2
P-4	40	–	6	–	46	6
P-3	28	–	4	–	32	4
P-2/P-1	–	–	–	–	–	–
Subtotal	**86**	–	**12**	–	**98**	**12**
General Service and related						
Principal level	1	1	–	–	2	1
Other level	9	(1)	1	–	9	–
Field service	15	–	–	–	15	–
National General Service	6	–	–	–	6	–
Subtotal	**31**	–	**1**	–	**32**	**1**
Total, posts	**117**	–	**13**	–	**130**	**13**
General temporary assistance positions						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	5	–	(2)	–	3	(2)
P-4	12	–	(6)	–	6	(6)
P-3	21	–	(4)	–	17	(4)
P-2/P-1	–	–	–	–	–	–
Subtotal	**39**	–	**(12)**	–	**27**	**(12)**
General Service and related						
Principal level	1	–	–	–	1	–
Other level	2	–	(1)	–	1	(1)
Field service	–	–	–	–	–	–
National General Service	4	–	–	–	4	–
Subtotal	**7**	–	**(1)**	–	**6**	**(1)**
Total, general temporary assistance positions	**46**	–	**(13)**	–	**33**	**(13)**
Total	**163**	–	–	–	**163**	–

(c) Justification of posts

Internal Audit Division

Conversion of 12 general temporary assistance positions (2 P-5, 6 P-4 and 4 P-3) to posts

498. The approved staffing establishment of the Internal Audit Division comprises 86 posts (1 D-1, 10 P-5, 32 P-4, 21 P-3, 14 FS, 4 GS (OL) and 4 NGS)) and 12 general temporary assistance positions (2 P-5, 6 P-4 and 4 P-3) funded from the support account. Six positions (1 P-5, 3 P-4 and 2 P-3) are located in the Resident Audit Office of MINUSMA and the other six positions (1 P-5, 3 P-4 and 2 P-3) are located in the Resident Audit Office of MINUSCA. It is proposed to convert these 12 temporary positions to posts.

499. The Resident Audit Offices of MINUSMA and MINUSCA are responsible for implementing the audit work plan of the two peacekeeping missions and for providing ongoing independent advice to mission management.

500. The functions of the Resident Audit Office in MINUSMA and MINUSCA are considered to be of a continuous nature, and it is thus proposed to convert the 12 general temporary assistance positions to posts. It is anticipated that six planned audit assignments will be conducted by each Office during the 2015/16 financial period.

Investigations Division

Conversion of 1 general temporary assistance position (GS (OL)) to a post and reclassification from GS (OL) to GS (PL)

501. Following the ICT strategy and the implementation of General Assembly resolution 57/304, which refers to the implementation of centralized accessible sources of information in order to improve the efficiency and operational capacity of departments, the Investigations Division of OIOS is in the process of implementing a new electronic investigations case management solution, housed in Vienna, to facilitate the secure and auditable collection, submission, querying, retrieving, monitoring and reporting of information regarding reports of possible misconduct.

502. The case management system will enable reports of possible misconduct to be received from across the global United Nations Secretariat and the information contained in the reports to be put directly into system, thereby facilitating review and decision-making on the appropriate handling of such information by the Investigations Division. The key accomplishments of the new case management system include: (a) improved accuracy and timeliness of information; (b) increased staff productivity through improved tracking and elimination of duplication; (c) provision and support of collaboration opportunities; (d) provision of a detailed audit trail; and (e) provision of a standardized global operating system enabling consolidated management oversight and reporting.

503. Currently, a general temporary assistance position of Information Technology Assistant at the GS-(OL) level is serving as the information technology focal point for the Regional Investigations Office in Vienna and managing the case management system. The function is of a continuous nature. It is therefore proposed to convert the temporary position, originally established in July 2006, to a post.

504. Given the greatly increased complexity of the investigations case management system and the change in both the scope and breadth of the operating environment that the system will be serving, the new case management system will need to be serviced and managed by a more experienced and senior Information Technology Assistant at the GS-(PL) level, based in Vienna. It is therefore proposed to reclassify the Information Technology Assistant (GS-(OL)) as Senior Information Technology Assistant (GS-(PL)).

Reassignment of posts

Reassignment of one post (P-3 Resident Auditor) from Internal Audit Division/UNAMID Resident Audit Office to the OIOS/Inspection and Evaluation Division Evaluation Officer (P-3)

Reassignment of one post (P-3 Resident Investigator) from Investigations Division/MINUSTAH Resident Investigation Office to the OIOS/Inspection and Evaluation Division Evaluation Officer (P-3)

505. The approved staffing establishment of the Inspection and Evaluation Division comprises three posts (1 P-5 and 2 P-4) funded from the support account and 22 posts (1 D-2, 3 P-5, 5 P-4, 4 P-3, 5 P-2 and 4 GS (OL)) funded from the regular budget.

506. The evaluation and inspection function in the Office of Internal Oversight Services rests with the Inspection and Evaluation Division and complements the other two oversight functions, audit and investigation, by focusing on the broader issues of relevance, efficiency and effectiveness, including the impact of Secretariat programmes.

507. In line with OIOS-wide efforts to strengthen oversight of peacekeeping operations, the Division has, since the 2008/09 fiscal period, focused its work on both programme evaluations of peacekeeping missions and thematic evaluations covering cross-cutting aspects of peacekeeping work. Both types of evaluation assess the relevance, efficiency and effectiveness (including impact) of peacekeeping operations and provide objective and independent evaluative evidence that can contribute to strategic decision-making on peacekeeping mandates and activities.

508. In keeping with the importance of peacekeeping, OIOS commits substantial oversight resources to peacekeeping through its mission-based auditors and investigations, which are placed, in organizational terms, within the Office's Internal Audit Division and Investigations Division. At present, there are 98 audit posts and 58 investigation posts and general temporary assistance positions assigned exclusively to peacekeeping.

509. The situation in the Inspection and Evaluation Division with respect to the adequacy of oversight coverage of peacekeeping is different. The Division is headed by a Director (D-2) and comprises four sections that inspect and evaluate Secretariat programmes in order to provide timely, valid and reliable information from an independent perspective that can be used to strengthen the Organization. Of the four sections, only one section (three posts) is funded under the support account, while the other three sections work on regular budget-funded programmes.

510. The unbalanced allocation of resources has been raised repeatedly in the reports of the Independent Audit and Advisory Committee, which advises the

General Assembly on, inter alia the scope, results and effectiveness of audit and other oversight functions.

511. In addition to the conduct of peacekeeping-related evaluations, the strategic priorities of the peacekeeping evaluation section include:

(a) Strengthening the methodology for conducting peacekeeping programme and thematic evaluations, with particular emphasis on utilizing cutting-edge methods for assessing impact;

(b) Further refining the strategic risk assessment framework for the work planning of the Inspection and Evaluation Division and further aligning it with that of DPKO, DFS and the Internal Audit Division;

(c) Enhancing engagement and consultation with the relevant intergovernmental bodies and other key stakeholders in United Nations peacekeeping to identify strategic issues for the Inspection and Evaluation Division;

(d) Improving collaboration with DPKO and DFS oversight entities to ensure clarity of respective evaluation responsibilities and avoid any duplication of effort;

(e) Collaborating with the United Nations Evaluation Group and other professional evaluation institutions to strengthen core evaluation competencies, including the development of methodological tools and procedures, for assessing the linkages between United Nations peacekeeping operations and the broader political, institutional and socioeconomic changes that are intended to follow;

(f) Ensuring that its evaluation reports are disseminated to those who can use them and its recommendations followed up.

512. All these activities require a high degree of analysis and substantial allocation of time, which the Section finds very difficult with its current staffing level.

513. In this context, it is proposed that two evaluator (P-3) posts be reassigned from the Internal Audit Division (UNAMID Resident Audit Office) and the Investigations Division (MINUSTAH Resident Investigation Office) to meet the work demand of the Inspection and Evaluation Division.

514. The Resident Audit Office at UNAMID has an approved staffing level of 1 P-5, 3 P-4, 4 P-3 and 2 FS. OIOS has determined, through its risk-based planning, that there will be adequate audit coverage of UNAMID operations with a reduced staffing level of 1 P-5, 3 P-4, 3 P-3 and 2 FS.

515. The Resident Investigations Office at MINUSTAH has an approved staffing level of 1 P-5, 1 P-4, 3 P-3 and 1 NGS. The number of uniformed personnel in MINUSTAH is decreasing from 7,572 to 4,921 during the fiscal year 2015/16. Considering this, OIOS has determined that there will be adequate support and service delivery to investigative operations within the decreased staffing resources of 1 P-5, 1 P-4, 2 P-3, and 1 NGS.

516. With the additional posts, the Division will be able to improve the quality and quantity of its oversight of peacekeeping operations. The Division will develop an appropriate methodological framework for peacekeeping evaluations to systematically assess their relevance, efficiency, effectiveness and impact, and will enhance its risk assessment methods and outreach.

517. Under the guidance of senior officers (P-5 and P-4), the two Evaluation Officers (P-3) would conduct and provide methodological support for four evaluations and reviews per year. The two Evaluation Officers (P-3) would eliminate the future need for the external consulting arrangements currently used to provide project support to team leaders and the section chief, and so would ensure greater continuity of knowledge and evaluation support for backstopping peacekeeping operations.

Redeployment of posts

Redeployment of one post (Resident Auditor (P-4)) from the Resident Audit Office in UNOCI to the Resident Audit Office in UNSOA

518. The approved staffing establishment of the Resident Audit Office in UNOCI comprises four Auditors (1 P-5, 2 P-4 and 1 P-3), one Auditing Assistant (FS) and one Administrative Assistant (NGS). The approved staffing establishment of the Resident Audit Office in UNSOA comprises four Resident Auditors (1 P-5, 2 P-4 and 1 P-3) and one Resident Audit Assistant (NGS).

519. As a result of the significant increase in the size of AMISOM since its establishment, from 8,270 to 22,126 troops, the support provided by UNSOA to AMISOM in the areas of logistics, procurement and contract management has increased, as have the related identified risks and audit requirements. At the same time, the audit requirements in UNOCI have decreased following the gradual reduction, decided by the Security Council, of the authorized uniformed personnel strength, from 8,692 to 6,937 by the end of June 2015. It is thus proposed to redeploy one post of Resident Auditor (P-4) from the Resident Audit Office in UNOCI to the Resident Audit Office in UNSOA.

Redeployment of one post (Resident Auditor (P-3)) from the Resident Audit Office in MINUSTAH to the Resident Audit Office in Entebbe

520. The approved staffing establishment of the Resident Audit Office in MINUSTAH comprises four Resident Auditors (1 P-5, 1 P-4 and 2 P-3), one Resident Audit Assistant (FS) and one Administrative Assistant (NGS). The approved staffing establishment of the Resident Audit Office in Entebbe comprises one Chief of Service (D-1), five Auditors (P-4) and two Resident Audit Assistants (FS).

521. With Umoja implemented in peacekeeping missions, most financial and operational transactions will be captured and processed by the system. As a result, the Internal Audit Division has identified the need for a data analysis specialist to be located at the Resident Audit Office in Entebbe. The specialist will be responsible to mine Umoja information on a regular basis, to understand trends and identify unusual patterns, which would then be further analysed and considered as part of the Division's peacekeeping risk-based audit plans. The specialist would also be a central resource for all peacekeeping auditors who need specific data analyses as part of their individual audits. Additionally, the specialist would be responsible for building the capacity of resident auditors in data analytics.

522. At the same time, the audit requirements in MINUSTAH have decreased following the gradual reduction, decided by the Security Council, of the authorized uniformed personnel strength, from 7,572 to 4,921 during the fiscal year 2015/16. It

is thus proposed to redeploy one post of Resident Auditor (P-4) from the Resident Audit Office in MINUSTAH to the Resident Audit Office in Entebbe.

Redeployment of one post (Resident Auditor (P-4)) from the Resident Audit Office in UNMIL to the Resident Audit Office in Entebbe

523. The approved staffing establishment of the Resident Audit Office in UNMIL comprises five Resident Auditors (1 P-5, 2 P-4 and 2 P-3) and one Resident Audit Assistant (FS) and one Administrative Assistant (NGS). The approved staffing establishment of the Resident Audit Office in Entebbe comprises one Chief of Service (D-1), five Auditors (P-4) and two Resident Audit Assistants (FS).

524. The Internal Audit Division is continuing to develop and strengthen its capacity to conduct forensic audits. Currently, the Division does not have dedicated resources for conducting fraud risk assessments, identifying fraud indicators in specific business processes and making recommendations for fraud prevention. The need for a Forensic Auditor has been identified to increase the Division's capacity for designing audit procedures that will enhance its likelihood of identifying fraud. Moreover, where fraud indicators are observed or there are allegations of fraud, the Forensic Auditor will be able to provide immediate assessment and advice to an audit team on what further audit measures should be taken prior to referring the matter for investigation. The Forensic Auditor, located in Entebbe, will be a central resource for all peacekeeping auditors.

525. At the same time, the audit requirements in UNMIL have decreased following the gradual reduction, decided by the Security Council, of the authorized uniformed personnel strength from 6,008 to 4,879 during the fiscal year 2015/16. While this will not mean a significant reduction in the breadth of coverage required, it will result in some audit savings. Combined with the assistance in audits of a financial/forensic nature provided by the post proposed to be redeployed to Entebbe, the Internal Audit Division, through its risk-based planning, will still maintain adequate coverage of UNMIL. It is thus proposed to redeploy one post of Resident Auditor (P-4) from the Resident Audit Office in UNMIL to the Resident Audit Office in Entebbe.

(d) Justification of general temporary assistance positions

Regional Investigations Office in Vienna

1 Deputy Director (1 D-1, continuing)

1 Senior Investigator (1 P-5, continuing)

2 Investigators (2 P-4, continuing)

1 Forensic Investigator (1 P-4, continuing)

5 Investigators (5 P-3, continuing)

1 Investigations Assistant (1 GS-(PL), continuing)

1 Investigations Assistant (1 GS-(OL), continuing)

Regional Investigations Office in Entebbe

4 Investigators (4 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

Regional Investigations Office in Nairobi

1 Forensic Investigator (1 P-4, continuing)

1 Investigator (1 P-3, continuing)

UNMIL Resident Investigations Office

1 Chief Resident Investigator (1 P-5, continuing)

1 Investigator (1 P-4, continuing)

3 Investigators (3 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

UNMISS Resident Investigations Office

2 Investigators (2 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

UNOCI Resident Investigations Office

1 Chief Resident Investigator (1 P-5, continuing)

1 Resident Investigator (1 P-4, continuing)

2 Resident Investigators (2 P-3, continuing)

1 Administrative Assistant (1 NGS, continuing)

526. Based on the assessment of the approved organizational structure for the 2014/15 fiscal period, and the need to maintain a better balance and performance including effectiveness and transparency in the use of resources, the Investigations Division proposes the continuation of 33 general temporary assistance positions.

527. The approved staffing establishment of the Investigations Division comprises 24 posts (1 D-1, 5 P-5, 6 P-4, 6 P-3, 1 FS, 3 GS (OL) and 2 NGS) and 34 general temporary assistance positions (1 D-1, 3 P-5, 6 P-4, 17 P-3, 1 GS-(PL), 2 GS (OL) and 4 NGS) based in regional centres in Vienna, Entebbe and Nairobi as well as in specific missions. The continuation in 2015/16 of the 33 temporary positions is proposed.

528. The Vienna Office handles investigations related to peacekeeping missions in geographical proximity where there is no or limited investigative capacity, and provides information technology support for the case management system of the Investigations Division as well as administrative support for its staff.

529. The Regional Investigations Office in Entebbe will continue to serve as a significant centre of operations that promotes and enables increased staff mobility to/from the missions and strengthens resource stewardship and accountability while achieving greater efficiencies. Specifically, it will continue to provide effective investigations capacity for MONUSCO in the eastern part of the Democratic

Republic of the Congo as well as for UNAMID and UNMISS, and provide support for missions in the entire East Africa region. The Regional Investigations Office in Nairobi will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Somalia and Nairobi, and provide forensic support as well to peacekeeping missions in Eastern Africa. The Regional Investigations Office in Vienna will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Europe, the Middle East and North and West Africa and will build OIOS capacity in the development of ongoing training programmes, as outlined by the General Assembly in its resolutions 57/282 and 59/287. The Resident Investigation Offices located in UNMIL, UNOCI and UNMISS will continue to be responsible for investigations as they may arise in their respective mission areas.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	18 194.4	20 890.8	24 019.6	3 128.8	15.0
II. Non-post resources					
General temporary assistance	5 113.8	7 665.4	5 839.3	(1 826.1)	(23.8)
Consultants	288.6	333.5	369.5	36.0	10.8
Official travel	788.9	1 037.9	1 117.5	79.6	7.7
Facilities and infrastructure	177.6	261.5	262.0	0.5	0.2
Communications	135.8	131.1	131.6	0.5	0.4
Information technology	239.7	574.5	437.6	(136.9)	(23.8)
Other supplies, services and equipment	139.6	198.3	205.1	6.8	3.4
Subtotal, II	**6 884.0**	**10 202.2**	**8 362.6**	**(1 839.6)**	**(18.0)**
Total	**25 078.4**	**31 093.0**	**32 382.2**	**1 289.2**	**4.1**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$24 019.6	$3 128.8	15.0%

530. The provision would cover the salaries, common staff costs and staff assessments for the 133 proposed posts. The higher requirements are attributable to the proposed conversion of 13 general temporary assistance positions to posts.

	Cost estimates	*Variance*	
General temporary assistance	$5 839.3	($1 826.1)	(23.8%)

531. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 33 general temporary assistance positions.

532. The lower requirements are attributable to the proposed conversion of 13 general temporary assistance positions to posts (of which 6 were budgeted as new positions in 2014/15).

	Cost estimates	*Variance*	
Consultants	$369.5	$36.0	10.8%

533. An amount of $251,500 is proposed for the engagement for 29 person-months of consultants with technical expertise to conduct two in-depth thematic evaluation reports and two evaluation reports on a specific peacekeeping mission. The consultants would be supported by staff members of the Inspection and Evaluation Division, who would provide functional expertise in their respective areas. The evaluations would examine the relevance, efficiency and effectiveness of missions or cross-cutting initiatives/themes. Thematic evaluations are in response to high-risk cross-cutting issues that affect peacekeeping performance across missions.

534. An amount of $36,000 is proposed for the engagement for three person-months of three consultants with technical audit expertise in the fields of information and communications technology governance and operational effectiveness audit. The consultants would assist OIOS auditors in determining whether adequate controls and mechanisms are in place to govern, monitor, measure, evaluate and report on the operational effectiveness and security of information and communications technology, and in developing audit programmes and providing an independent view of the Organization's achievements for selected substantive programmes in peacekeeping operations.

535. An amount of $11,000 is proposed for the engagement for three person-months of consultants in each of the three regional hubs to provide specialized investigative skills such as handwriting analysis and financial auditing, which are not normally part of an investigator's skills set, and to conduct training on interviewing and forensic techniques.

536. An amount of $36,000 is proposed for the engagement for 12 person-months of three consultants with technical expertise to develop a learning module on anti-corruption awareness, which supports the promulgation of the United Nations fraud policy for the administration, review and rationalization of the current suite of policy and guidance material on fraud and other misconduct to provide staff and others with clarity concerning the correct procedures to follow when a fraud is discovered.

537. An amount of $35,000 is proposed for the engagement for one person-month of one consultant with technical audit expertise to provide auditors with individualized online training in the areas of report writing and producing high-quality audit reports.

538. The higher requirements reflect the new initiatives budgeted for development of an anti-corruption training module.

	Cost estimates	Variance	
Official travel	$1 117.5	$79.6	7.7%

539. An amount of $544,700 is proposed to undertake the following mission planning/assessment/consultation activities: provision of management oversight to resident audit offices in the field ($27,100); preparation of horizontal audit reports on peacekeeping operations by resident auditors in the field and conduct special audit assignments by Headquarters auditors ($243,400); scoping and data collection visits for multidimensional mission/thematic evaluation or inspection reports ($98,400); and investigations of possible misconduct ($175,800).

540. An amount of $79,700 is proposed for travel of Headquarters auditors to peacekeeping missions for special assignments, audit support and quality assurance.

541. An amount of $31,500 is proposed for travel to participate in seminars/conferences/workshops. As a result of the Organization's efforts to promote accountability and transparency in its internal affairs and in dealing with parties external to the Organization, the staff of the Investigations Division meets once a year at a conference organized by an external financial institution.

542. An amount of $461,600 is proposed for travel to undertake the following training activities: training provided by the Investigations Division in peacekeeping missions and regional offices to customize and enforce investigative techniques ($202,600); the resident auditors'/assistants' annual training conference at the Regional Service Centre ($190,100); and the organization of the annual training retreat in New York of the chief resident auditors of peacekeeping missions ($68,900).

543. The higher requirements reflect additional trips to the newly established MINUSCA.

	Cost estimates	Variance	
Facilities and infrastructure	$262.0	$0.5	0.2%

544. A provision of $262,000 is made to provide for the rental of office premises and common services costs of the Regional Investigations Offices in Vienna ($159,000) and Nairobi ($6,500); the rental of office premises for the resident auditors and investigators located in the Regional Service Centre ($72,000); and the acquisition of office supplies ($24,500).

	Cost estimates	Variance	
Communications	$131.6	$0.5	0.4%

545. An amount of $131,600 is proposed to provide for commercial communications services associated with mobile devices ($50,600) and desktop phones ($19,600), estimated on the basis of standard rates derived from past expenditure trends and planned usage; and acquisition of mobile office licenses ($27,700) and specialized equipment ($5,200), such as smart and satellite phones, and for videoconferencing charges ($28,500).

	Cost estimates	*Variance*	
Information technology	$437.6	($136.9)	(23.8%)

546. The amount of $437,600 would cover requirements for the maintenance and repair of information technology equipment based on standard service-level agreements established by OICT ($78,300); the support account share of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers) derived from past expenditure patterns ($19,200); the acquisition of new and replacement of obsolete standard information technology equipment ($10,400); the acquisition of non-standard information technology equipment for the Investigations Division ($70,700); the acquisition of hardware for storage of forensic investigation evidence ($12,000); the acquisition of various software, licenses and fees for the Investigations Division ($29,300); the provision of Citrix and active directory services in the Investigation Division Vienna Office ($27,700); the maintenance of the case management system for the Investigations Division ($100,000); software licenses and fees for the auto audit software ($10,000); and the support account share of the cost of the licenses for the audit management and recommendations tracking system in the Internal Audit Division ($80,000).

547. The lower requirements are attributable to fewer requirements for the case management system and audit management and recommendation tracking system, as development of both systems was completed in 2014/15 and lower costs are required to maintain their operation.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$205.1	$6.8	3.4%

548. The amount of $205,100 is proposed to provide for the following services: vendor background checks, DNA tests and subscriptions to various audit publications and an international publications search engine ($73,000); office charges, such as library purchase and postage services for the Investigations Division ($8,800); training fees and materials ($26,300); transcription services for the Investigations Division ($90,000); and requirements for the medical service in the Investigations Division Vienna Office ($7,000).

F. Executive Office of the Secretary-General

(a) Results-based-budgeting framework

549. The Executive Office of the Secretary-General, headed by the Chef de Cabinet, assists the Secretary-General in the exercise of his responsibilities and, similarly, assists the Deputy Secretary-General in the exercise of the responsibilities assigned to that Office.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 95 per cent of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (reports to the Security Council 2013/14: 93 per cent; 2014/15: 95 per cent; 2015/16: 95 per cent; reports to the General Assembly 2013/14: 87 per cent; 2014/15: 95 per cent; 2015/16: 95 per cent)
	1.2 All documents (e.g. reports, talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days

Outputs

- Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues
- Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council
- Provision of advice for 200 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Provision of 50 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to DPKO

Outputs

- Comments and guidance to peacekeeping missions, DPKO DFS on the Secretary-General's reports on peacekeeping missions provided within 5 days
- Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days

External factors

- Documentation for review is submitted to the Executive Office of the Secretary-General on a timely basis
- Advice from intergovernmental bodies on peacekeeping issues is requested

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment/ reassignment/ reclassification/ abolishment/ discontinuation*	*General temporary assistance conversions*	*New posts/ positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2	–	–	–	–	–	–
D-1	1	–	–	–	1	–
P-5	2	–	–	–	2	–
P-4	–	–	–	–	–	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
Total	**5**	**–**	**–**	**–**	**5**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	979.7	907.3	912.6	5.3	0.6
II. Non-post resources					
General temporary assistance	86.0	100.6	105.8	5.2	5.2
Facilities and infrastructure	2.5	2.5	2.5	–	–
Communications	11.0	10.6	10.6	–	–
Information technology	13.0	14.8	15.6	0.8	5.4
Other supplies, services and equipment	4.5	4.6	4.6	–	–
Subtotal, II	**117.0**	**133.1**	**139.1**	**6.0**	**4.5**
Total	**1 096.7**	**1 040.4**	**1 051.7**	**11.3**	**1.1**

(d) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$912.6	$5.3	0.6%

550. The provision would cover the salaries, common staff costs and staff assessments for the five posts.

	Cost estimates	*Variance*	
General temporary assistance	$105.8	$5.2	5.2%

551. The provision is made for six person-months at the General Service (OL) level to support the Executive Office during peak workload periods and for six person-months at the General Service level (OL) for sick/maternity leave replacement.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.5	–	–

552. An amount of $2,500 is proposed for office supplies for the five posts.

	Cost estimates	*Variance*	
Communications	$10.6	–	–

553. An amount of $10,600 is proposed for commercial communications services associated with mobile devices ($7,200) and desktop phones ($2,000), estimated on the basis of standard rates derived from past expenditure trends and planned usage as well as costs associated with the provision of mobile office licences for two staff members ($1,400).

	Cost estimates	*Variance*	
Information technology	$15.6	$0.8	5.4%

554. An amount of $15,600 is proposed for the maintenance and repair of information technology equipment based on the standard service-level agreements established by OICT ($7,500), the support account share ($4,800) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) as derived from past expenditure patterns and the replacement of standard equipment ($3,300).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$4.6	–	–

555. An amount of $4,600 is proposed to provide for the rental of printers and copiers and for subscriptions to peacekeeping related magazines.

G. Administration of justice

1. Cost-sharing arrangement

Financial resource requirements

(Thousands of United States dollars)

Category		Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
					Amount	Percentage
		(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I.	Post resources	–	–	–	–	–
II.	Non-post resources					
	Other supplies, services and equipment	3 113.1	3 025.0	3 274.1	249.1	8.2
	Subtotal, II	**3 113.1**	**3 025.0**	**3 274.1**	**249.1**	**8.2**
	Total	**3 113.1**	**3 025.0**	**3 274.1**	**249.1**	**8.2**

556. Pursuant to General Assembly resolutions 69/203 and 68/254 on the financial implications of administration of justice at the United Nations, the net amount of $3,274,100 represents the share of costs to be funded from the support account for peacekeeping operations in accordance with General Assembly resolution 62/228. The cost of the following elements of administration of justice would be shared: the Office of Administration of Justice, which includes the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services, and the costs for interpretation, meetings servicing and translation. For the purpose of transparency and to reflect the support account-funded staffing element of the administration of justice, the resource requirements funded from the support account for the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services are included in sections 2 and 3 below. The costs incurred by the Office of the United Nations Ombudsman and Mediation Services and the Office of Staff Legal Assistance for the backstopping of peacekeeping operations, which are funded from the support account and set out below, are deducted from the overall share approved for the administration of justice to be funded from the support account.

2. Office of Staff Legal Assistance

(a) Results-based-budgeting framework

557. The Office of Staff Legal Assistance will continue to provide legal advice and representation to staff, former staff and the affected dependent of a former staff member in pursuing employment-related grievances and disciplinary matters in the United Nations internal justice system. Staff members serving in peacekeeping missions rely more on the Office for legal advice and representation than other United Nations staff members, as their options for obtaining legal advice are more limited, and field missions are often located in post-conflict areas with relatively weak rule-of-law institutions and few practicing lawyers who could be consulted.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Reports of statistics and other information, including any systemic issues identified, submitted on due dates

Outputs

- Updated statistics and other information with respect to administration of justice issues in peacekeeping missions for inclusion in annual reports of the Secretary-General to the General Assembly on administration of justice at the United Nations and activity reports of the Office of Administration of Justice

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Timely provision of legal advice and, as required, representation of staff by the Office of Staff Legal Assistance enable workplace conflicts to be addressed early and resolved as quickly as possible
	3.2 Increase in the percentage of peacekeeping cases represented by the Office of Staff Legal Assistance (2013/14: 60 per cent of cases filed by staff in peacekeeping missions were so represented; 2014/15: 70 per cent of such cases so represented; 2015/16: 75 per cent of such cases so represented)
	3.3 Increase in the percentage of cases of staff in peacekeeping missions resolved informally (2013/14: 20 per cent of such cases resolved informally; 2014/15: 30 per cent of such cases resolved informally; 2015/16: 30 per cent of such cases resolved informally)

Outputs

- Full services, including legal advice and, as required, representation, in 400 peacekeeping-related cases

External factors

Security situation in peacekeeping operations will not impact plans for outreach missions

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts positions proposed*	*Total proposed 2015/16*	*Change*
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5/P-4	–	–	–	–	–	–

Category	Approved staffing 2014/15	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2015/16	Change
P-3	1	–	–	–	1	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**
Total	**1**	**–**	**–**	**–**	**1**	**–**

(c) Justification of general temporary assistance positions

Legal Officer (1 P-3, continuation)

558. The approved staffing establishment of the Office of Staff Legal Assistance includes one general temporary assistance position (P-3) funded from the support account.

559. Since its inception, the Office has dealt with 4,775 cases through formal and informal channels. Of this number, 1,292 cases were from peacekeeping missions, which represent 27.5 per cent of the Office's overall caseload since 2009. Peacekeeping staff members constitute the single largest client group using the Office's services. In addition, of the 1,292 peacekeeping-related cases, 602 were formal cases before various formal United Nations recourse bodies (the Management Evaluation Unit, the United Nations Dispute Tribunal and the United Nations Appeals Tribunal). Formal cases take a substantial amount of time, as they require legal research, interviewing of clients and potential witnesses and preparation of written submissions within tight statutory deadlines.

560. Timely access to legal advice for staff members through the Office of Staff Legal Assistance is a key element in maximizing the possibility for informal dispute resolution within the United Nations internal justice system.

561. The existing general temporary position of Legal Officer (P-3) funded from the support account helps tremendously in addressing the workload generated by peacekeeping missions, facilitates finding timely solutions to workplace grievances and in some instances has prevented disputes from escalating. The Legal Officer (P-3) is based in the Nairobi Office. The United Nations Dispute Tribunal also has a permanent presence in Nairobi. Given the significant caseload from field mission staff members, it is proposed that one general temporary assistance position of the Legal Officer (P-3) be continued at the Nairobi Office.

562. The Legal Officer (P-3) will continue to provide designated support to peacekeeping mission staff. The incumbent will be responsible to advise clients on issues relating to appeals against administrative decisions and the imposition of disciplinary matters. As necessary, the incumbent will continue to represent staff members before the Management Evaluation Unit, the United Nations Dispute Tribunal and the United Nations Appeals Tribunal and prepare written and oral

submissions to these recourse bodies and ensures they meet procedural requirements. The incumbent will also conduct legal research and provides detailed analysis of cases and jurisprudence and identify cases that are amenable to informal resolution such as third party conciliation, mediation or direct negotiation. The Legal Officer will continue to keep and provide statistics on the numbers and types of cases from staff members in peacekeeping missions, in order to identify any systemic issues and to contribute to the report of the Secretary-General on the administration of justice in the United Nations and activity reports of the Office of Administration of Justice.

(d) Financial resource requirements

(Thousands of United States dollars)

				Variance	
	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	–	–	–	–
II. Non-post resources					
General temporary assistance	178.4	172.0	183.5	11.5	6.7
Facilities and infrastructure	0.6	0.5	0.5	–	–
Communications	1.8	0.4	0.4	–	–
Information technology	1.7	–	1.5	1.5	–
Subtotal, II	**182.5**	**172.9**	**185.9**	**13.0**	**7.5**
Total	**182.5**	**172.9**	**185.9**	**13.0**	**7.5**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
General temporary assistance	$183.5	$11.5	6.7%

563. The provision would cover the salary, common staff costs and staff assessment for the proposed continuation of one general temporary assistance position.

	Cost estimates	*Variance*	
Facilities and infrastructure	$0.5	–	–

564. An amount of $500 is proposed for office supplies for one temporary position.

	Cost estimates	*Variance*	
Communications	$0.4	–	–

565. An amount of $400 is proposed to provide for charges for desktop telephones, estimated on the basis of standard rates derived from past expenditure trends.

	Cost estimates	*Variance*	
Information technology	$1.5	$1.5	–

566. An amount of $1,500 is proposed to provide for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($1,500).

3. Office of the United Nations Ombudsman and Mediation Services

(a) Results-based-budgeting framework

567. The Office of the United Nations Ombudsman and Mediation Services consists of (a) a single, integrated and geographically decentralized ombudsman structure which serves the Secretariat, funds and programmes and the Office of the United Nations High Commissioner for Refugees; (b) a Mediation Service; and (c) regional branches. It continues to provide the full range of informal dispute resolution services in peacekeeping missions; identify systemic issues for organizational improvement; and enhance conflict competence among staff and managers through outreach and awareness raising measures. Through this concerted approach to conflict prevention and resolution, the Office contributes to greater output and productivity in the workplace.

568. During the 2013/14 financial period, the Office received 771 cases from staff in peacekeeping missions. This represented 271 more cases than the projected number for the period. This trend is indicative of a continued high usage of the informal system by staff and managers. At the same time, the types of cases that the Office is called upon to address often encompass multiple issues, requiring more intensive use of limited resources.

569. The Office has regional branches based in Entebbe, Uganda and Goma, Democratic Republic of the Congo (the latter branch was moved from Kinshasa following the reconfiguration of MONUSCO in 2014), complemented by on-call ombudsmen and mediators as well as regular and ad hoc visits to other peacekeeping missions, which are essential to the Office's ability to respond in a timely manner to conflict. However, owing to the increased demand for informal resolution, challenges remain in providing equal and timely access to services across the population covered.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations

Outputs

- Services in at least 500 ombudsmen and mediation cases, including through ombudsmen and mediators who are on call
- Cross-cutting tracking and analysis of 500 cases to identify contributing factors to conflict and systemic issues for regular upward feedback with view to organizational improvement
- Provision of an annual report to the General Assembly including information on systemic issues

- 11 regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence though outreach and awareness
- 8 visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)
- 8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID, UNISFA)
- Awareness-raising and skill-building activities to enhance conflict competence, for example through videoconferencing; web conferencing; bimonthly updates to the Office's website; production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters); and 40 presentations/workshops for staff and managers

External factors

Security situation in peacekeeping operations may impact plans for visits and delivery of service

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment/reassignment/reclassification/abolishment/discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	3	–	–	–	3	–
P-4	1	–	–	–	1	–
P-3	2	–	–	–	2	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**6**	**–**	**–**	**–**	**6**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Field service	2	–	–	–	2	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
Total	**9**	**–**	**–**	**–**	**9**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 359.3	1 594.6	1 634.7	40.1	2.5
II. Non-post resources					
General temporary assistance	325.6	–	–	–	–
Consultants	42.3	70.0	70.0	–	–
Official travel	143.0	153.9	168.1	14.2	9.2
Communications	9.6	7.2	7.2	–	–
Information technology	7.5	5.2	5.3	0.1	1.9
Other supplies, services and equipment	8.9	52.8	41.1	(11.7)	(22.2)
Subtotal, II	**536.9**	**289.1**	**291.7**	**2.6**	**0.9**
Total	**1 896.2**	**1 883.7**	**1 926.4**	**42.7**	**2.3**

(d) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$1 634.7	$40.1	2.5%

570. The provision would cover the salaries, common staff costs and staff assessments for nine posts.

	Cost estimates	*Variance*	
Consultants	$70.0	–	–

571. An amount of $70,000 is proposed for the engagement of a pool of standby consultants with technical expertise for 12 person-months to continue providing on-call mediation services to peacekeeping personnel. Based on the number of approaches by peacekeeping personnel during the past two years, the Office estimates that it will be called upon to respond with in-person intervention in at least five high-risk situations in peacekeeping missions during the 2015/16 period. The complexity of ombudsman and mediation interventions requires an on-call ombudsman/mediator to conduct the conflict resolution process, from obtaining agreements to mediating the conclusion and implementing a settlement agreement.

	Cost estimates	*Variance*	
Official travel	$168.1	$14.2	9.2%

572. An amount of $139,800 is proposed for official travel for the purpose of providing regional on-site conflict resolution services to peacekeeping personnel and enhancing conflict competence through outreach and awareness initiatives in UNLB, MINUSCA, UNFICYP, MINUSMA, UNMIL, UNOCI, MINUSTAH,

UNISFA, UMAMID, UNMISS, UNMIK and MONUSCO and other peacekeeping operations on an ad hoc basis.

573. An amount of $28,300 is proposed in connection with the following training activities: (a) attendance of the Chiefs of the Entebbe and MONUSCO Regional Ombudsman Branches at an advanced training programme in New York where the ombudsman associations that provide specialized training for organizational ombudsmen are available ($11,300); (b) attendance of the Entebbe and MONUSCO Regional Branch ombudsmen at a training programme in Nairobi related to the upgrading of skills for ombudsmen and mediators in informal conflict resolution and mediation ($10,200); and (c) ombudsman skills training within the United States of America of three staff members at Headquarters for handling peacekeeping cases ($6,800).

	Cost estimates	*Variance*	
Communications	$7.2	–	–

574. An amount of $7,200 is proposed for commercial communications services associated with mobile devices ($2,400) and desktop phones ($1,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage, as well as costs associated with the provision of videoconferencing for ombudsmen branch offices ($3,600).

	Cost estimates	*Variance*	
Information technology	$5.3	$0.1	1.9%

575. An amount of $5,300 is proposed for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by OICT ($4,500) and standard replacement of equipment ($800).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$41.1	($11.7)	(22.2%)

576. An amount of $41,100 is proposed for the cost of website and case database maintenance ($22,900); the production of posters, brochures and folders ($8,400); and training fees related to the upgrading of substantive skills ($9,800).

577. The lower requirements are mainly attributable to the fact that the rental of office space and facilities in the Regional Service Centre in Entebbe, which was budgeted under the support account for 2014/15, is funded through mission budgets for 2015/16.

H. Ethics Office

(a) Results-based-budgeting framework

578. The Ethics Office will continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency and thereby enhance trust in, and the credibility of, the United Nations. Through its five mandated activities, the Office will provide confidential ethics advisory services,

administer protection against retaliation and financial disclosure policies, design and develop ethics training and provide functional leadership in the area of organizational ethics to the United Nations funds and programmes.

579. The Ethics Office will continue to aim for full compliance with the financial disclosure programme and provide ethics advice to field-based staff members. The Office also intends to provide due diligence advice and reviews for corporate compliance in connection with procurement issues.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Enhanced ethical awareness through an increasing number of requests for ethics advice guidance (2013/14: 141 inquiries; 2014/15: 85 inquiries; 2015/16: 100 inquiries)
	3.2 Full compliance with the financial disclosure programme (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	3.3 Requests for protection against retaliation are evaluated within 14 days (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)

Outputs

- Responses to 85 inquiries from field missions
- Conduct of 30 outreach and briefing sessions
- Administration of approximately 1,700 financial disclosure filings or declaration of interests from peacekeeping personnel
- 4 official visits to peacekeeping missions (UNMISS, UNOCI, UNISFA and MINUSTAH)
- 1 specialized ethics education module to be facilitated by managers
- Deployment of annual leadership dialogue project in field missions
- Development and roll-out of 1 additional online training module on fraud prevention

External factors

Staff avail themselves of the services provided by the Office; timely receipt of submissions of financial disclosure statements from staff; all necessary documentation when seeking protection against retaliation; the security situation in peacekeeping missions will allow visits

(b) Human resources requirements

Category	Approved staffing 2014/15	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/ positions proposed	Total proposed 2015/16	Change
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–
P-4	–	–	–	–	–	–
P-3	1	–	–	–	1	–
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**3**	**–**	**–**	**–**	**3**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14) (1)	Apportionment (2014/15) (2)	Cost estimates (2015/16) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	158.1	384.0	484.9	100.9	26.3
II. Non-post resources					
General temporary assistance	119.4	–	–	–	–
Consultants	746.8	485.9	541.0	55.1	11.3
Official travel	57.8	65.5	64.6	(0.9)	(1.4)
Facilities and infrastructure	0.6	1.5	1.5	–	–
Communications	3.6	1.7	1.7	–	–
Information technology	3.7	5.6	6.7	1.1	19.6
Other supplies, services and equipment	3.2	12.0	12.0	–	–
Subtotal, II	**935.1**	**572.2**	**627.5**	**55.3**	**9.7**
Total	**1 093.2**	**956.2**	**1 112.4**	**156.2**	**16.3**

(d) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$484.9	$100.9	26.3%

580. The provision would cover the salaries, common staff costs and staff assessments for three posts. The higher requirements are attributable mainly to the establishment of one new post (P-5) in 2014/15, for which a 50 per cent vacancy rate was applied in the computation of the salary.

	Cost estimates	*Variance*	
Consultants	$541.0	$55.1	11.3%

581. An amount of $476,000 is proposed for the engagement of a consulting firm with technical expertise to continue the independent review of staff files in connection with the financial disclosure programme. It is expected that 1,700 peacekeeping staff will be required to participate in the financial disclosure programme in 2015/16. The provision is based on the expected unit price of $280 per statement per person, which is based on projected per-person per-filing costs to be incurred to maintain the system and the existing level of service during the 2015/16 period.

582. An amount of $15,000 is proposed for the engagement of a consulting firm with technical expertise to develop an interactive e-learning module, in coordination with the Office of Human Resources Management, on ethics topics aimed at peacekeeping mission staff with supervisory responsibility.

583. An amount of $30,000 is proposed for the engagement of an individual to develop specialized ethics education materials for manager-led training at peacekeeping missions on such topics as fraud prevention.

584. An amount of $20,000 is proposed for the engagement of a consultant to develop materials for a new training programme on leadership dialogue. The purpose of the programme is to bring supervisors and supervisees together to discuss matters related to integrity. It would be a supervisor-led discussion type of training, and the programme guide book to be developed with the assistance of the consultant would provide managers with all of the information needed to lead the discussion.

585. The higher requirements are attributable mainly to the higher cost of the review of staff files in connection with the financial disclosure programme, owing to the renegotiation of the contract with the external consulting firm providing the service (from the $249 per statement per person budgeted for 2014/15 to $280 for 2015/16) and the increased number of filings (from 1,650 for 2014/15 to 1,700 for 2015/16).

	Cost estimates	*Variance*	
Official travel	$64.6	($0.9)	(1.4%)

586. An amount of $64,600 is proposed for the holding of workshops at UNMISS, UNOCI, UNISFA and MINUSTAH to raise awareness about ethical issues and concerns facing peacekeeping operations, provide staff with in-person consultation

opportunities, provide direct access to the Ethics Office, learn about ethics issues particular to specific missions and address financial disclosure matters.

	Cost estimates	*Variance*	
Facilities and infrastructure	$1.5	–	–

587. An amount of $1,500 is proposed for the acquisition of office supplies for three posts.

	Cost estimates	*Variance*	
Communications	$1.7	–	–

588. The amount of $1,700 is proposed for commercial communications services, based on past expenditure and planned usage.

	Cost estimates	*Variance*	
Information technology	$6.7	$1.1	19.6%

589. An amount of $6,700 is proposed to provide for the maintenance and repair of information technology equipment, based on the standard service level agreements established by the Office of Information and Communications Technology ($4,500), and for the replacement of equipment ($2,200) for three posts.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$12.0	–	–

590. An amount of $12,000 would provide for the purchase of printing and publishing materials for the Office's publications and posters in support of peacekeeping missions.

I. Office of Legal Affairs

(a) Results-based-budgeting framework

591. The Office of Legal Affairs, comprising the Office of the Under-Secretary-General, the General Legal Division, the Office of the Legal Counsel, the Codification Division, the Division for Ocean Affairs and the Law of the Sea and the International Trade Law Division, continues to provide regular legal assistance and advice in response to demand for the myriad support functions relating to the Organization's peacekeeping activities and operations, including: arrangements with Governments, procurement activities and contracting for logistical requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability measures, the interpretation and application of the Financial Regulations and Rules and Staff Regulations and Rules of the United Nations for proper administration, and reforms thereof, and the defence of the interests of the Secretary-General and the Organization in the system for the administration of justice.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (2013/14: actual liability for claims arising out of peacekeeping operations was 19 per cent of the amount originally claimed; 2014/15: less than 40 per cent of the amount originally claimed; 2015/16: less than 40 per cent of the amount originally claimed)
	3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained (2013/14: no instances; 2014/15: no instances; 2015/16: no instances)

Outputs

Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:

- 70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules
- 325 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements, as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements
- 40 instances of advice and negotiations concerning logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation and other similar arrangements) with Governments, other international organizations and United Nations entities
- 95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international nature in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations
- 25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law
- 595 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements
- 75 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel
- 15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations

- 2 arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies
- 65 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies
- 26 instances of advice related to accountability, including internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities
- 175 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, issues of the rights and obligations of staff members, benefits and allowances
- 20 cases representing the Secretary-General before the United Nations Appeals Tribunal
- 240 instances of advice on matters and cases under the system for the administration of justice
- 50 legal aspects of security, including the application of the Security Handbook
- 120 instances of participation in peacekeeping-related standing committees, boards and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements, guidelines and operating procedures

External factors

Member States will be supportive of peacekeeping operations through their legal systems; United Nations units involved in peacekeeping operations will seek legal advice in a timely manner, will provide sufficient information for a full legal analysis and will be guided by the advice rendered

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	5	–	–	–	5	–
P-4	7	–	1	1	9	2
P-3	1	–	1	–	2	1
P-2/P-1	1	–	–	–	1	–
Subtotal	**14**	**–**	**2**	**1**	**17**	**3**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Subtotal	**2**	**–**	**–**	**–**	**2**	**–**
Total	**16**	**–**	**2**	**1**	**19**	**3**

Category	Approved staffing 2014/15	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts positions proposed	Total proposed 2015/16	Change
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	(1)	–	–	(1)
P-3	1	–	(1)	–	–	(1)
P-2/P-1	–	–	–	–	–	–
Subtotal	**2**	**–**	**(2)**	**–**	**–**	**(2)**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total	**2**	**–**	**(2)**	**–**	**–**	**(2)**
Grand total	**18**	**–**	**–**	**1**	**19**	**1**

(c) Justification of general temporary assistance positions

General Legal Division

Establishment of one new post (1 P-4 Legal Officer)

592. The approved staffing establishment of the General Legal Division comprises 11 continuing posts (4 P-5, 5 P-4, 1 P-3, 1 GS (OL)) and 2 general temporary assistance positions (1 P-4 and 1 P-3) funded from the support account.

593. Legal services provided by the General Legal Division have demonstrably reduced the cost of peacekeeping operations. In particular, over the past 10 years the Division has consistently reduced the legal liability of the United Nations with respect to claims arising from peacekeeping operations, as shown in the table below. Over the past decade, the Division has, on average, reduced the liability of the Organization to 24.8 per cent of the total amount claimed, which amounts to more than $195 million in reduced costs to the Organization for its peacekeeping activities.

Reduction in legal liability for claims arising from peacekeeping operations

(United States dollars)

Year ended 30 June	Amount claimed	Amount resolved	Amount claimed (percentage)	Reduction in liability	Amount claimed (percentage)
2005	5 954 000	1 086 000	18.2	4 868 000	81.8
2006	1 312 000	220 000	16.8	1 092 000	83.2
2007	1 643 000	273 000	16.6	1 370 000	83.4
2008	5 344 000	1 219 000	22.8	4 125 000	77.2
2009	10 159 000	2 726 000	26.8	7 433 000	73.2

Year ended 30 June	Amount claimed	Amount resolved	Amount claimed (percentage)	Reduction in liability	Amount claimed (percentage)
2010	79 100 000	25 800 000	32.6	53 300 000	67.4
2011	78 741 000	8 414 000	10.7	70 327 000	89.3
2012	38 631 000	11 965 000	31.0	26 666 000	69.0
2013	19 880 000	9 190 000	46.2	10 690 000	53.8
2014	18 740 000	3 575 000	19.1	15 165 000	80.9
Total	**259 504 000**	**64 468 000**	**24.8**	**195 036 000**	**75.2**

Note: All figures are those reported in performance reports on the support account.

594. In order to respond to the significant increase in demand for the legal services provided by the General Legal Division in support of peacekeeping operations, the legal staff of the Division have had to steadily devote more and more of their time to providing legal support to peacekeeping operations. As shown in the table below, the proportion of time that the Division has devoted to peacekeeping matters has consistently exceeded 42 per cent of its total workload over the past 10 years and has reached 50 per cent of its total workload over the past 5 years. Yet, the resources allocated to the Division and funded from the support account for the 10 posts and 2 general temporary assistance positions at the Professional level have not kept pace with demand in terms of the overall time spent by the Division's legal staff on backstopping peacekeeping operations.

General Legal Division total Professional posts and general temporary assistance positions versus support account posts and general temporary assistance positions

Year	Total	No. funded from support account	Percentage funded from support account	Percentage of time spent on supporting peacekeeping operations
2004	23	4	17.4	42.3
2005	24	6	25.0	42.7
2006	24	6	25.0	43.1
2007	25	7	28.0	42.8
2008	25	7	28.0	44.1
2009	27	9	33.3	43.4
2010	30	10	33.3	49.2
2011	32	10	31.3	49.1
2012	35	12	34.3	50.1
2013	35	12	34.3	49.9

595. In addition to the fact that the demand for the legal services of the General Legal Division to support peacekeeping operations has increased, requests for such services have become far more complex and thus far more time-consuming to meet. For example, the Division has provided significant legal support for the pilots and first roll-outs of Umoja and the Organization's transition to IPSAS accounting standards. In addition, the overall amount of commercial procurement in support of

peacekeeping has expanded many times, now approximately totalling $3 billion annually. In this regard, the Division has provided comprehensive turnkey contracts for fuel, food/rations and air and other transportation services in support of 16 peacekeeping missions as well as multipurpose logistical support arrangements with Member State Governments, the African Union and the European Union in support of UNAMID and UNSOA. More recently, heavy demand was placed on the Division in connection with the Organization's support for the African-led International Support Mission in Mali (AFISMA) and its transition to MINUSMA and for MISCA and its transition to MINUSCA, as well as in relation to the monitoring of the ceasefire at UNMISS.

596. In particular, the legal aspects of the logistical arrangements required in order to support peacekeeping operations have become increasingly complex. Complex and often highly security-sensitive logistics support transactions include contracts for: unmanned aerial surveillance systems using unmanned aerial vehicles, electronic countermeasure systems, vehicle and man-portable integrated strategic communications, security services provided by armed private security companies in support of United Nations security management system organizations, "standby" aircraft services, air ambulances, air medical evacuation operations and medical services, airfield and aerodrome operations, Geographic Information Systems, regional standby engineering services, the construction and commissioning of camps and other engineering and construction services, multiprotocol label switching systems for voice and data using terrestrial and satellite solutions, information technology intrusion detection and firewall systems, and multipurpose third-party logistics services.

597. Such logistical arrangements involve hundreds of millions of dollars in contractual liability, as well as the potential for substantial liability as a result of claims arising from such activities. Given the increasingly complex logistical arrangements, the General Legal Division has provided specialized legal training in the areas of claims avoidance and contract management.

598. The General Legal Division regularly provides legal advice on questions of death and disability, including to boards of inquiry in cases involving loss of life in the field, such as aircraft accidents and attacks on United Nations personnel or premises. Its legal expertise is also regularly sought in connection with the development of policies and operational frameworks to assist the Organization in the provision of personnel, assets and equipment in the field.

599. In the light of the sustained increase in the demand for legal services supporting the Organization's peacekeeping operations and the increase in the complexity of those services, as described above, it is proposed that one additional post of Legal Officer (P-4) funded from the support account be established to deal with cases related to peacekeeping operations.

Conversion of two general temporary assistance positions of Legal Officer (1 P-4 and 1 P-3, continuation) to posts

600. The incumbents of the two general temporary assistance positions of Legal Officer (1 P-4 and 1 P-3) continue to provide legal support and advice on cases arising under the system for the administration of justice, as well as on matters concerning management issues and the administrative law of the United Nations, including the interpretation and application of the Staff Regulations and Rules, the

Financial Regulations and Rules and the Organization's administrative issuances. Ensuring that the General Legal Division has sufficient capacity to provide legal support and advice in these areas will prevent adverse long-term financial, legal and operational implications for the Organization as a whole, including its peacekeeping missions.

601. With the introduction of the administration of justice system on 1 July 2009, the responsibilities of the General Legal Division in the area of the administration of justice and management have dramatically increased, as the Division continues to be required to provide legal advice to a broad range of clients on increasingly complex issues that entail significant financial, legal and operational implications for and risks to the Organization. Such legal support, which must be provided on an urgent basis because of the statutory deadlines imposed under the system for the administration of justice, pertains mostly to (a) pre-litigation cases, (b) cases at the Dispute Tribunal level, and (c) representation of the Organization before the Appeals Tribunal.

602. The percentages of the main activities of the Office of Legal Affairs relating to staff members at peacekeeping operations are the following: (a) with regard to pre-litigation advice on individual cases, approximately 79 per cent of the recommendations for the dismissal of staff members reviewed by the General Legal Division since 1 July 2009; (b) with regard to advice on individual cases at the Dispute Tribunal level, approximately 22 per cent of the advice provided by the Division since 1 July 2009 to Secretariat entities representing the Organization before the Tribunal; (c) 17 per cent of the judgements issued by the Dispute Tribunal; and (d) with regard to representation of the Organization before the Appeals Tribunal, approximately 17 per cent of the submissions filed by the Division since 1 July 2009.

603. It is recalled that, since 1 July 2011, the General Assembly has made available two temporary assistance positions of Legal Officer (1 P-4 and 1 P-3), funded from the support account, to address the increased work requirements in this area.

604. The work of the General Legal Division in the area of the administration of justice and legal support for management has always been a core function of the Office of Legal Affairs; it is not work of a temporary nature intended to provide additional support during peak workload periods. As indicated in the summary above, a significant percentage of the work of the Division relates to cases arising in peacekeeping missions, and that percentage has remained roughly constant since 2009. Owing to the continuing nature of such work, as well as to the fact that it is and will continue to be a core component of the responsibility of the Division, it is proposed that the two general temporary assistance positions of Legal Officer (1 P-4 and 1 P-3) be converted to posts.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	2 741.0	2 981.1	3 509.0	527.9	17.7
II. Non-post resources					
General temporary assistance	368.9	476.5	109.3	(367.2)	(77.1)
Consultants	26.1	55.3	55.3	–	–
Official travel	30.0	33.2	35.4	2.2	6.6
Facilities and infrastructure	3.6	9.0	9.5	0.5	5.6
Communications	25.0	27.1	28.3	0.9	3.3
Information technology	89.6	82.4	86.7	4.3	5.2
Other supplies, services and equipment	5.6	8.9	9.2	0.3	3.4
Subtotal, II	**548.8**	**692.7**	**333.7**	**(359.0)**	**(51.8)**
Total	**3 289.8**	**3 673.8**	**3 842.7**	**168.9**	**4.6**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$3 509.0	$527.9	17.7%

605. The provision would cover the salaries, common staff costs and staff assessments for the 19 posts.

606. The higher requirements are attributable to the proposed conversion of two temporary assistance positions to posts and the proposed establishment of one post.

	Cost estimates	Variance	
General temporary assistance	$109.3	($367.2)	(77.1%)

607. The proposed requirements would provide for the proposed continuation of two general temporary assistance positions and the replacement of staff on maternity or sick leave (six person-months for the Professional category).

608. The reduced requirements are attributable to the proposed conversion of two temporary assistance positions to posts.

	Cost estimates	Variance	
Consultants	$55.3	–	–

609. An amount of $55,300 is proposed for the engagement of an outside legal counsel for 3 months for advice and assistance on peacekeeping-related legal matters requiring special expertise not available in the Office of Legal Affairs, such as the interpretation of national law and representation before national courts or administrative bodies.

	Cost estimates	Variance	
Official travel	$35.4	$2.2	6.6%

610. An amount of $35,400 is proposed for travel to provide legal support and assistance to peacekeeping missions.

	Cost estimates	Variance	
Facilities and infrastructure	$9.5	$0.5	5.6%

611. An amount of $9,500 is proposed for office supplies for the 19 posts and temporary positions.

	Cost estimates	Variance	
Communications	$28.3	$0.9	3.3%

612. An amount of $28,300 is proposed to provide for charges for commercial communications services associated with mobile devices ($13,200) and desktop phones ($8,100), estimated on the basis of standard rates derived from past expenditure trends and planned usage, as well as requirements for 10 mobile office licences ($7,000).

	Cost estimates	Variance	
Information technology	$86.7	$4.3	5.2%

613. An amount of $85,900 is proposed to provide for standard resources for the maintenance and repair of information technology equipment, based on the standard service level agreements established by the Office of Information and Communications Technology ($22,400), the support account share of central information technology infrastructure costs ($18,000) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns, and the standard replacement of equipment ($4,800). The amount would also provide for an annual licence subscription to Westlaw, an online legal service portal ($24,200), and for the renewal of licensing agreements in relation to the case management system ($17,300), which facilitates the registration, management and tracking of legal cases.

	Cost estimates	Variance	
Other supplies, services and equipment	$9.2	$0.3	3.4%

614. An amount of $9,200 is proposed for training fees to provide for access to the virtual legal educational programme of the Practising Law Institute ($3,800) and additional requirements for printing and scanning services ($5,400) related to peacekeeping operations.

J. Department of Public Information

(a) Results-based-budgeting framework

615. The Department of Public Information, comprising the Office of the Under-Secretary-General, the Office of the Spokesperson for the Secretary-General, the Strategic Communications Division, the News and Media Division and the Outreach Division, will continue to provide communications advice, guidance and backstopping support to peacekeeping missions, including through field visits and training activities.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 90 per cent of the peacekeeping operations surveyed indicate overall satisfaction with the quality of public information support (2013/14: 100 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)
	3.2 60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (2013/14: 60 per cent; 2014/15: 60 per cent; 2015/16: 60 per cent)

Outputs

- 25 broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire, which reaches more than 1,000 broadcast points (more than 560 broadcasters) globally, and through Reuters and Eurovision
- Monthly uploading and hosting of 8 peacekeeping-related web videos on UN Web TV and on the United Nations Channel on YouTube
- 2 in-depth reports on peacekeeping topics for the Department's monthly magazine
- 5 feature stories per year on peacekeeping topics for the *UN in Action* series and distribution to broadcasters worldwide
- Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed
- Strategic advice and backstopping support to 14 peacekeeping operations in collaboration with the Department of Peacekeeping Operations
- Field visits to 3 peacekeeping operations (MINUSCA, MINUSMA and UNMISS) to provide communications advice and support in situ
- Organization and facilitation of a 1 week specialized training course, in cooperation with DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
- Hosting, updating and maintenance, in collaboration with DPKO, of approximately 500 web pages on the peacekeeping website in English, including substantive revisions as required, of approximately 160 Headquarters-hosted web pages for 14 peacekeeping operations

- Coordination of maintenance of the peacekeeping website in the other five official languages of the United Nations
- Service as mission focal point, in conjunction with DPKO and DFS, for the UNLB-hosted content management system introduced for local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission
- Updates to the policy and guidance manual for public information at United Nations peacekeeping operations, in consultation with DPKO and DFS, as required by a policy change or new developments in media techniques and technology
- Outreach to 35 troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations

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External factors

Peacekeeping, external partners and stakeholders will continue to work together in a timely manner with the Department on public information issues

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	2	–	–	–	2	–
P-3	–	–	–	–	–	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**3**	**–**	**–**	**–**	**3**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	1	–	–	–	1	–
Subtotal	**1**	**–**	**–**	**–**	**1**	**–**
Total	**4**	**–**	**–**	**–**	**4**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2013/14) (1)	Apportionment (2014/15) (2)	Cost estimates (2015/16) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	572.7	611.6	611.3	(0.3)	–
II. Non-post resources					
General temporary assistance	–	25.2	62.7	37.5	148.8
Consultants	–	10.6	10.6	–	–
Official travel	50.6	63.2	63.5	0.3	0.5
Facilities and infrastructure	2.0	2.0	2.0	–	–
Communications	7.5	7.2	7.2	–	–
Information technology	34.4	36.9	37.0	0.1	0.3
Other supplies, services and equipment	1.5	2.0	1.0	(1.0)	(50.0)
Subtotal, II	**96.0**	**147.1**	**184.0**	**36.9**	**25.1**
Total	**668.7**	**758.7**	**795.3**	**36.6**	**4.8**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Cost estimates	$611.3	($0.3)	–

616. The provision would cover the salaries, common staff costs and staff assessments for four posts.

	Cost estimates	Variance	
General temporary assistance	$62.7	$37.5	148.8%

617. The provision would cover the replacement of staff on maternity or sick leave (three person-months for the Professional category and three person-months for the General Service category).

618. The higher requirements are attributable mainly to the additional needs for Professional category sick/maternity leave replacement.

	Cost estimates	Variance	
Consultants	$10.6	–	–

619. An amount of $10,600 is proposed for the engagement of a consultant with technical expertise to conduct a one-week specialized training course for approximately 30 public information personnel from peacekeeping operations and Headquarters. A communications expert with practical knowledge of the most modern communications techniques and technology appropriate for field conditions is required to facilitate this workshop, whose primary objective would be to provide

participants with the skills required to establish an effective public information capacity at peacekeeping missions.

	Cost estimates	*Variance*	
Official travel	$63.5	$0.3	0.5%

620. An amount of $33,400 is proposed for travel to peacekeeping missions (MINUSCA, MINUSMA and UNMISS) to work directly with their personnel on the development and improvement of communications strategies and to ensure the effective implementation of the public information plan of action.

621. An amount of $30,100 is proposed for the conduct and facilitation of the one-week specialized training course at the Regional Service Centre.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	–	–

622. An amount of $2,000 is proposed for the acquisition of office supplies for the four continuing posts.

	Cost estimates	*Variance*	
Communications	$7.2	–	–

623. An amount of $7,200 is proposed for commercial communications services associated with mobile devices ($5,000) and desktop phones ($2,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

	Cost estimates	*Variance*	
Information technology	$37.0	$0.1	0.3%

624. An amount of $37,000 is proposed to provide for: standard resources for the maintenance and repair of information technology equipment, based on the standard service level agreements established by the Office of Information and Communications Technology ($6,000); the support account share of central information technology infrastructure costs ($5,200) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns; and the acquisition of standard information technology equipment, including the acquisition of new and replacement of obsolete desktop and laptop computers and network printers ($800). The amount also includes specialized resources for software licences and fees for bandwidth and multimedia portal storage ($25,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$1.0	($1.0)	(50.0%)

625. An amount of $1,000 is proposed to cover training materials for the one-week training course at the Regional Service Centre.

K. Department of Safety and Security

(a) Results-based-budgeting framework

626. The Department of Safety and Security, comprising the Office of the Under-Secretary-General, the Division of Headquarters Security and Safety Services, the Division of Regional Operations and the Field Support Service, will continue to provide security policy guidance, security training and technical guidance to field personnel at peacekeeping missions. In view of the evolving threat of extremism and other threats to the entire United Nations security management system, it is imperative to develop operational preparedness and crisis response capacity at the peacekeeping missions. During the budget period, the Department will therefore increase its focus on technical guidance for the missions on crisis preparedness and response and mitigation measures.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation of 100 per cent of the Department's security standards, policy, guidelines, directives, procedures and recommendations of security management reviews of field operations (2013/14: 88 per cent; 2014/15: 100 per cent; 2015/16: 90 per cent)
	3.2 Full implementation of the security risk management process at all peacekeeping missions, including an up-to-date security level system, security risk assessments, minimum operating security standards and security plans (2013/14: not applicable; 2014/15: 100 per cent; 2015/16: 90 per cent)

Outputs

- 25 visits to review security management arrangements and assess crisis preparedness and response in an operational context with evolving security threats for 15 peacekeeping missions, the Global Service Centres (comprising the United Nations Logistics Base at Brindisi, Italy, and the United Nations Support Base in Valencia, Spain) and the Regional Service Centre, and reports with recommendations for each; briefings to security management teams at all field missions on security management, United Nations security management system policies and emerging security issues/threats
- Continual review of the security risk management process (security level system, security risk assessment, minimum operating security standards, security plan, security budget, etc.) of 15 peacekeeping missions, the Global Service Centre and the Regional Service Centre; advice and guidance on mandate-enabling security risk management measures to senior mission officials
- Provision of training on security management: facilitation of "designated official training" for newly appointed heads of mission; provision of targeted security-related training during field visits to staff and senior managers at field missions based on gap analysis; organization and implementation of an annual workshop for 20 senior security personnel from peacekeeping missions, the Global Service Centre and the Regional Service Centre

- Compilation of 261 security inputs for the daily security report of the Department of Safety and Security delivered to United Nations security management system security focal points (including peacekeeping), and regular provision of significant security incident reports on all peacekeeping missions, the Global Service Centre and the Regional Service Centre
- 5 strategic threat assessments or strategic security threat information liaison visit reports on 5 peacekeeping operations
- Coordination, monitoring and enhancement of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of joint mission analysis centres, security information operations centres and security information coordination units at peacekeeping missions
- Provision of 8 training modules and 27 lessons on the analysis of security threat information for joint mission analysis centres, security information operations centres and security information coordination units, and development of best practices for all field missions
- Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions
- Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on the use of force; the use of lethal and less lethal tactical measures; defensive/evasive driving; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid/cardiopulmonary resuscitation and automated external defibrillator training, emergency trauma bag training and supervisor leadership training (5 peacekeeping missions, approximately 150 personnel); and basic security training, including physical security, access control, screening procedures, and surveillance detection (3 peacekeeping missions, approximately 150 personnel)
- Instructor assessment, certification and recertification on the use of lethal and less lethal tactics for firearms training officers and instructor trainers at field missions
- 5 evaluation reports and assistance provided for security training units, facilities and equipment at 5 peacekeeping missions to ensure the quality and consistency of instructors and of the management and delivery of security training modules
- Provision of needs assessment and stress management sessions for staff at 8 peacekeeping missions, and deployment of stress counsellors to provide emergency critical incident stress management, needs assessment and technical services on crisis response at 4 peacekeeping missions
- Training and certification on critical incident stress prevention and management for 10 counsellors at peacekeeping operations; and 3 peer helper workshops for 30 staff at 3 peacekeeping missions
- Provision of technical guidance to 10 senior counsellors from peacekeeping missions, and technical support and advice to Headquarters managers on the psychosocial aspects of crises, as well as coordination of the provision of counselling services and subsequent follow-up on all staff who need special measures/services, through the review and assessment of affected staff and the provision of recommendations on case management

External factors

United Nations peacekeeping partners and local institutions will cooperate on security matters

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–
P-4	6	–	–	–	6	–
P-3	5	–	–	–	5	–
P-2/P-1	1	–	–	–	1	–
Subtotal	**13**	**–**	**–**	**–**	**13**	**–**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	2	–	–	–	2	–
Security service	3	–	–	–	3	–
Subtotal	**5**	**–**	**–**	**–**	**5**	**–**
Total	**18**	**–**	**–**	**–**	**18**	**–**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	2 838.3	2 809.2	2 813.7	4.5	0.2
II. Non-post resources					
Official travel	693.1	763.9	847.8	83.9	11.0
Facilities and infrastructure	6.1	9.0	9.0	–	–
Communications	18.6	44.2	32.5	(11.7)	(26.5)
Information technology	77.6	49.5	50.0	0.5	1.0
Other supplies, services and equipment	5.9	3.8	29.6	25.8	678.9
Subtotal, II	**801.3**	**870.4**	**968.9**	**98.5**	**11.3**
Total	**3 639.6**	**3 679.6**	**3 782.6**	**103.0**	**2.8**

(d) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$2 813.7	$4.5	0.2%

627. The provision would cover the salaries, common staff costs and staff assessments for the 18 posts.

	Cost estimates	*Variance*	
Official travel	$847.8	$83.9	11.0%

628. An amount of $443,300 is proposed for the following mission planning/assessment/consultation activities: (a) carry out security assistance visits, brief senior management teams and review required analysis and planning processes and new security policies promulgated at the peacekeeping missions, including the Global Service Centre and the Regional Service Centre ($235,500); (b) carry out strategic threat assessments or strategic security threat information liaison visits at five peacekeeping missions ($43,300); (c) conduct on-site assessments and verifications and assist in the delivery of training at five peacekeeping missions ($99,700); and (d) provide needs assessment and stress management sessions to promote productivity, resilience and workplace wellness of personnel at peacekeeping missions ($64,800).

629. An amount of $43,900 is proposed for the rapid deployment of stress counsellors for the provision of emergency critical incident stress management and needs assessment at four peacekeeping missions.

630. An amount of $33,500 is proposed for travel by firearms training instructors of the Security and Safety Service to attend a workshop at UNIFIL to assess updated instruction programmes, firearms training and policy developments.

631. An amount of $327,100 is proposed for the following training activities: (a) conduct an instructor-led annual security workshop for 20 senior security personnel from 14 peacekeeping missions ($40,900); (b) conduct two security analysis process and practice courses for a total of 40 security information analysts ($64,200); (c) conduct training on safety and security policies and procedures for security officers, security guards and field instructors in the areas of the use of force, the use of lethal and less lethal tactical measures, fire safety, hazardous materials equipment usage, prevention and evacuation procedures and other relevant safety matters ($171,600); and (d) conduct a training and certification programme on critical incident stress prevention and management for 10 counsellors from peacekeeping missions and conduct three workshops for 30 staff at three peacekeeping missions to improve the resilience of peacekeeping personnel and enhance emergency response and psychosocial services for the staff members at those peacekeeping missions ($50,400).

632. The higher requirements are attributable to additional trips to the newly established MINUSCA.

	Cost estimates	*Variance*	
Facilities and infrastructure	$9.0	–	–

633. An amount of $9,000 is proposed to provide for the acquisition of office supplies for 18 posts.

	Cost estimates	*Variance*	
Communications	$32.5	($11.7)	(26.5%)

634. The amount of $32,500 is proposed to provide for commercial communications services associated with mobile devices ($25,300) and desktop phones ($7,200), estimated on the basis of standard rates derived from past expenditure trends and planned usage.

635. The lower requirements are attributable to a decrease in service rates for mobile phones based on past usage patterns.

	Cost estimates	*Variance*	
Information technology	$50.0	$0.5	1.0%

636. The amount of $50,000 is proposed to provide for the maintenance and repair of information technology equipment, based on the standard service-level agreements established by the Office of Information and Communications Technology ($27,000); the support account share of central information technology infrastructure costs ($19,000) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns; and the standard replacement of equipment ($4,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$29.6	$25.8	678.9%

637. An amount of $29,600 is proposed for training fees related to certification and recertification in the use of less lethal tactics and self-defence techniques for instructors at Headquarters.

638. The higher requirements are attributable to the needs for the certification of instructors in defensive/tactical evasive driver training, which would allow trainers to conduct the same training-of-trainers course at peacekeeping missions.

L. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

(a) Results-based-budgeting framework

639. The Advisory Committee on Administrative and Budgetary Questions is responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly for approval. The activities of the secretariat of the Advisory Committee include the provision of advice and technical support to the Committee on issues of policy and/or procedures and the drafting of the conclusions and recommendations set out in the Committee's reports. Its activities also include the

examination and analysis of the proposals contained in the reports of the Secretary-General, and all relevant supplementary and background documentation for compliance with legislative mandates; and the definition of issues and administrative and financial regulations and rules for consideration by the Committee.

640. Additional activities include the scheduling of the sessions on peacekeeping operations and the departments and offices of the Secretariat funded from the support account, the Board of Auditors, the Independent Audit Advisory Committee and other relevant entities, including the coordination of the appearance of senior officials from those entities and others, as required. The secretariat carries out its activities in close cooperation with departments and offices of the Secretariat, in particular the Department of Management and the secretariat of the Fifth Committee. This collaboration and cooperation includes the examination, substantive analysis and clarification required in the preparation of the reports of the Advisory Committee on Administrative and Budgetary Questions and the sharing of information and experience.

641. Priorities are determined by the recommendations of the General Assembly and the decisions of the Security Council, as guided by the Office of Programme, Planning, Budget and Accounts and the Fifth Committee.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of reports of the Advisory Committee are submitted within the deadline 1.2 100 per cent of the reports of the Advisory Committee are free of error

Outputs

- Substantive servicing of meetings: provision of substantive and technical advice and support for approximately 170 meetings of the Advisory Committee
- Parliamentary documentation: production of approximately 32 reports
- Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports

(b) Human resources requirements

Category	*Approved staffing 2014/15*	*Redeployment, reassignment, reclassification, abolishment, discontinuation*	*General temporary assistance conversions*	*New posts/positions proposed*	*Total proposed 2015/16*	*Change*
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	1	1	1
P-4	1	–	–	–	1	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**1**	**–**	**–**	**1**	**2**	**1**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total	**1**	**–**	**–**	**1**	**2**	**1**

(c) Justification of general temporary assistance positions

Senior Administrative Officer (1 P-5 position, new)

Administrative Officer (1 P-4 position, continuation)

642. The approved staffing establishment of the secretariat of the Advisory Committee on Administrative and Budgetary Questions comprises no posts funded from the support account and one general temporary assistance position of Administrative Officer (P-4), whose incumbent supports the peacekeeping-related work undertaken by the secretariat.

643. Over the past three fiscal periods, the Committee has reviewed a progressively higher number of individual items relating to peacekeeping activities, including requests for resources, reform proposals and policy changes, and the number of Committee meetings covering peacekeeping matters has risen from 113 to 161, a 42 per cent increase. The number of peacekeeping and related reports submitted to the Advisory Committee for review by the General Assembly over the past five years has risen from 54 in 2010 to a projected 65 in 2015, reflecting an increase of approximately 20 per cent.

644. These increases in resources and activity are commensurate with an overall upward trend in terms of the magnitude of resources allocated for peacekeeping missions, the United Nations Logistics Base and the support account for peacekeeping operations. The overall peacekeeping budget for 2014/15 is expected to reach approximately $8.5 billion, the highest level ever and more than 16 per cent higher than the approved overall level in 2012/13.

645. In addition, the increase in activity is reflected in the increases in the number of questions posed by the Advisory Committee and the total number of pages contained in the written responses to those questions. For example, a comparison of statistics over the past two years shows that, if the bulk of the peacekeeping reports

are considered, the quantity of questions rose by nearly 60 per cent, while the number of pages contained in the responses more than doubled to 3,600 pages.

646. Furthermore, peacekeeping operations have grown in terms of the breadth of mandates and roles (see A/64/660, para. 14). Security Council mandates are becoming more complex, with growth in the number of multidimensional, integrated missions, incorporating sizable substantive components in such areas as human rights, the rule of law and demining. On the support side, recent initiatives such as the implementation of the global field support strategy, the introduction of IPSAS, the inclusion of peacekeeping missions in the Organization's enterprise resource planning system (Umoja) and the increase in inter-mission cooperation are giving rise to administrative and management issues of an increasingly technical and challenging nature, including questions concerning technology usage, regional and/or shared service delivery, organizational resilience, asset valuation and reporting, mission staffing and leadership models. In addition, since 2011 four new missions have been created and four others liquidated, resulting in continuous start-up and liquidation challenges and consequently requiring more time and analysis than steady-state missions.

647. The complexity of individual missions and/or peacekeeping policy issues has also become more pronounced during the past five-year period and is a growing concern, as regards both the increase in the number of "complex" missions/policy items, and the "complexity" of each item; capturing objective data to reflect that complexity is more elusive. Nonetheless, an example of this complexity, or difficulty, can be seen with UNDOF and UNIFIL. Five years ago, those missions were considered to be in maintenance mode, and the drafting of the Committee's recommendations concerning them did not require significant amounts of additional time or expertise. Today, however, owing to their physical proximity to global events and regional insecurity, those missions require a more dynamic review of their resources and the related activities.

648. In other cases, such as UNMISS, the related budget needs to include consideration of the support provided by the Regional Service Centre, in tandem with the support provided to other large missions (MONUSCO, UNAMID and UNISFA) by means of the support structures established in Entebbe, Brindisi and Valencia, which themselves undergo development and change on an annual basis. The Committee's observations and recommendations regarding those missions, as well as the support initiatives relating to the global field support strategy, the Global Service Centre and the Regional Service Centre, must all be coordinated and harmonized. In the 2014/15 proposals, additional complexity was added to some of the largest missions (as well as UNOCI, UNMIL and MINUSTAH) with the inclusion of the "inter-mission cooperation" policy, a methodology of shared support and budgetary calculations.

649. As a result, the quantitative and qualitative changes in peacekeeping mentioned above have led to a rise in the amount of time that the Committee devotes to peacekeeping-related work. Reports related to peacekeeping operations now represent approximately 30 per cent of the Committee's workload.

650. In this context, it is proposed that, in addition to the continuation of the P-4 position, an additional position of Senior Administrative Officer, at the P-5 level, be established to assist the Committee in the provision of high-quality services to the General Assembly in a timely manner. The additional position would enable the

Executive Secretary and the Deputy Executive Secretary to place greater focus on overall management and supervisory tasks and the provision of support and assistance to the Chair and the members of the Committee. It would also allow for the contribution of expert knowledge and in-depth understanding about matters pertaining to peacekeeping activities, including the reflection of multidimensional mandates in mission budgets, support service delivery models, asset valuation and other aspects of mission budget development.

651. It is proposed that the position of Administrative Officer (P-4) be continued to assume responsibility for the following: the examination and analysis of the administrative and budgetary implications of the reports submitted to ensure compliance with legislative mandates and the adequacy of justification; the identification of issues regarding administrative and financial policy for consideration by the Committee, including the analysis and identification of issues set out in previous General Assembly resolutions, reports of the Committee and other existing documentation; extensive research and the provision of technical advice and support to the Committee on issues of policy or procedure; the drafting of the Committee's reports, setting forth its conclusions and recommendations; and the provision of advice on and clarification of the substance of the Committee's reports.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2013/14)	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	–	–	–	–
II. Non-post resources					
General temporary assistance	235.5	201.1	433.9	232.8	115.8
Facilities and infrastructure	0.7	0.5	1.0	0.5	100.0
Communications	2.1	2.3	3.2	0.9	39.1
Information technology	–	2.6	3.4	0.8	30.8
Subtotal, II	**238.3**	**206.5**	**441.5**	**235.0**	**113.8**
Total	**238.3**	**206.5**	**441.5**	**235.0**	**113.8**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
General temporary assistance	$433.9	$232.8	115.8%

652. The provision would cover the salaries, common staff costs and staff assessments for the continuation of one general temporary assistance position and the creation of one new general temporary assistance position.

653. The increased requirements are attributable to the proposed new general temporary assistance position.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	$0.5	100.0%

654. An amount of $1,000 is proposed to provide for the acquisition of office supplies.

	Cost estimates	Variance	
Communications	$3.2	$0.9	39.1%

655. An amount of $3,200 is proposed to provide for commercial communications services associated with mobile devices ($1,900) and desktop phones ($1,300).

	Cost estimates	Variance	
Information technology	$3.4	$0.8	30.8%

656. An amount of $3,400 is proposed to provide for the maintenance and repair of information technology equipment, based on the standard service level agreements established by the Office of Information and Communications Technology ($2,100); the support account share of central information technology infrastructure costs ($500) (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns; and the acquisition of desktops for the proposed new general temporary assistance position ($800).

M. Office of the United Nations High Commissioner for Human Rights

(a) Results-based-budgeting framework

657. The Office of the United Nations High Commissioner for Human Rights comprises the Office of the Under-Secretary-General, the Field Operations and Technical Cooperation Division, the Research and Right to Development Division, the Human Rights Treaties Division and the Human Rights Council and Special Procedures Division.

658. The proposed resources are intended to address the most pressing capacity gaps in providing effective and coherent service to peacekeeping operations and their human rights components, by strengthening the dedicated capacity of the existing Peace Mission Support Section. In that context, the Section will improve responsiveness to DPKO/DFS and peacekeeping operations, particularly in priority areas such as the ability of peacekeeping operations to plan for the implementation of human rights mandates, the rapid deployment of human rights teams, including in start-up phases, and policy development and implementation advice.

659. Priorities for the period also include building core geographical backstopping capacity for human rights components in peacekeeping operations located in the regions of Central and West Africa. In that regard, advice and support will be provided on the application of international human rights and humanitarian law, the implementation of peacekeeping operations' human rights mandates, and human rights activities aimed at the protection of civilians.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the specific range of activities to be carried out by human rights officers 1.2 Security Council resolutions incorporate recommendations and specific actions related to human rights (2013/14: 100 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent) 1.3 Increase in the number of requests from Member States for briefings and documented reports on human rights (2013/14: 21; 2014/15: 21; 2015/16: 23)

Outputs

- 8 regular country reports of the Secretary-General to the Security Council include recommendations on human rights
- 1 periodic report on sexual violence in conflict under the monitoring, analysis and reporting arrangement
- 1 regular report of the Secretary-General on the protection of civilians reflecting trends and patterns of human rights violations against civilians emanating from the conflict in Mali and in the Central African Republic, and recommendations on measures to protect civilians
- 2 briefings to the Security Council on the protection of civilians in Mali and the Central African Republic
- 8 briefings to Member States, regional organizations and groups of friends/contact groups on human rights developments in countries with a peacekeeping mission
- 1 briefing to United Nations departments, agencies, funds, programmes and regional organizations on human-rights-related issues and activities at peacekeeping missions
- 2 briefings to troop-contributing and police-contributing countries providing updates on good practices and innovations regarding cooperation between human rights components and blue helmets related to protection from human rights violations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Deployment of human rights officers, including specialist functions, within the time frame required for the establishment of new peacekeeping operations or in response to surge capacity needs

Outputs

- 6 strategic and technical assessments to establish human rights needs for new mandated missions and participate in mission planning exercises
- 1 predeployment mission to establish human rights components for new missions, contribute to new mission planning processes and assist mission leadership with the identification of human rights priorities, and provide start-up human rights induction to newly deployed personnel

- 2 surge capacity deployments of staff to fill significant gaps or assist human rights components in a crisis situation

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency or effectiveness of peacekeeping operations	3.1 4 mission concepts, strategic frameworks, staffing, budget and planning are updated to reflect human rights priorities
	3.2 Human rights advice and content are increasingly integrated into peacekeeping policies, training and inductions for civilian, military and police personnel

Outputs

- Technical review and clearance for 8 reports from human rights components prior to their transmission to national authorities
- Monthly advice to the human rights components of MINUSMA and MINUSCA in the context of support for national authorities in their engagement with processes of the Human Rights Council, special procedures and treaty bodies
- Provision of bimonthly support to the human rights components of MINUSMA and MINUSCA in conducting research and providing human rights information to facilitate the conduct of risk assessments, and development of 2 standard operating procedures for the implementation of the human rights due diligence policy
- 8 technical assessments and operational support visits to peacekeeping operations to review progress, analyse mandate, structure and resource implications, and provide input to mission leadership and direction to the human rights component with regard to mandate implementation
- Quarterly consultations on strategic human rights priorities and planning in support of human rights components
- 4 DPKO specialized predeployment training materials for military and police personnel are supplemented with human rights content; 3 human rights training sessions are delivered as part of DPKO predeployment training-of-trainers courses organized for police and military personnel; and 2 specialized training courses on human rights are organized for uniformed peacekeeping personnel (40 participants)
- 2 consultations to provide human rights operational guidance to peacekeeping military and police personnel

(b) Human resources requirements

Category	Approved staffing 2014/15	Redeployment, reassignment, reclassification, abolishment, discontinuation	General temporary assistance conversions	New posts/positions proposed	Total proposed 2015/16	Change
Posts						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	1	–	–	–	1	–
P-4	1	–	1	2	4	3
P-3	1	–	–	1	2	1
P-2/P-1	–	–	–	–	–	–
Subtotal	**3**	**–**	**1**	**3**	**7**	**4**
General Service and related						
Principal level	–	–	–	–	–	–
Other level	–	–	–	1	1	1
Subtotal	**–**	**–**	**–**	**1**	**1**	**1**
Total	**3**	**–**	**1**	**4**	**8**	**5**
General temporary assistance positions						
Professional and higher						
D-2/D-1	–	–	–	–	–	–
P-5	–	–	–	–	–	–
P-4	1	–	(1)	1	1	–
P-3/P-2	–	–	–	–	–	–
Subtotal	**1**	**–**	**(1)**	**1**	**1**	**–**
General Service and related						
Principal level/Other level	–	–	–	–	–	–
Total	**1**	**–**	**(1)**	**1**	**1**	**–**
Grand total	**4**	**–**	**–**	**5**	**9**	**5**

(c) Justification of posts

660. The approved staffing establishment of OHCHR comprises three posts (1 P-5, 1 P-4 and 1 P-3) funded from the support account, distributed across two divisions: one post of Senior Human Rights Officer (P-5) and one post of Human Rights Officer (P-3) in the Peace Mission Support Section of the Field Operations and Technical Cooperation Division, located in New York, and one post of Human Rights Officer (1 P-4) in the Methodology, Education and Training Section of the Research and Right to Development Division, located in Geneva.

661. The resources requested by OHCHR represent the High Commissioner's prioritization of the most pressing needs in order to respond to some of the demands

that DPKO/DFS, peacekeeping operations and the legislative bodies have placed on the Office, which cannot be met with the three posts dedicated to supporting peacekeeping operations. While a few OHCHR non-peacekeeping support account posts have been providing a degree of support to peacekeeping operations, those capacities remain insufficient to ensure essential backstopping for human rights.

Field Operations and Technical Cooperation Division

662. The Field Operations and Technical Cooperation Division is divided into geographical branches (the Africa Branch, the Asia-Pacific and Middle East and North Africa Branch and the Americas, Europe and Central Asia Branch) and cross-cutting sections (the Peace Mission Support Section, the Rapid Response Section and the National Institutions and Regional Mechanisms Section). The Division's support for peacekeeping operations is provided mainly by the Peace Mission Support Section and the geographical branches.

Peace Mission Support Section

Establishment of three new posts (1 P-4 Human Rights Officer, 1 P-3 Human Rights Officer and 1 GS (OL) Programme Assistant)

663. The Field Operations and Technical Cooperation Division leads and coordinates the provision of substantive and operational support to human rights field presences, including human rights components of peacekeeping missions. The Division provides advice, guidance and information on human rights situations to legislative bodies, the Secretary-General, the United Nations High Commissioner for Human Rights and United Nations departments and agencies.

664. Currently, the Peace Mission Support Section leads and coordinates the Division's participation in the planning, design and review of peacekeeping and special political missions to ensure the integration of human rights into field missions' mandates and the necessary structures, and resources are geared towards the implementation of human rights mandates. The Section also develops methodological tools for human rights skills assessment, participates in the technical evaluation of candidates for human rights rostering exercises for field missions and works closely with DFS in designing staffing tables for human rights components and identifying specific human rights profiles for deployment. The Section participates in the development, review and implementation of human-rights-related policies for field missions and develops and provides operational directives and guidance on the integration of human rights into field missions. It also maintains a human rights resource centre for missions and develops and disseminates practitioners' tools. In order to cover its vast portfolio of responsibilities, the approved staffing establishment of the Peace Mission Support Section comprises three posts (1 P-4, 1 P-3 and 1 GS (OL)) funded from the regular budget and two posts (1 P-5 and 1 P-3) funded from the support account.

665. In that context, it is proposed that a post of Human Rights Officer (P-4) be established to ensure dedicated support for the implementation of the human rights due diligence policy with respect to United Nations support for non-United Nations security forces in UNOCI, MONUSCO, MINUSCA, MINUSMA and UNMISS, as currently mandated by relevant Security Council resolutions. The incumbent would focus on advising and providing operational guidance to peacekeeping missions on the roles and responsibilities of mission components, DPKO and DFS on

compliance and would provide substantive support in developing standard operating frameworks and human rights due diligence policy risk assessments and establishing human rights due diligence policy monitoring mechanisms and specific interventions. The incumbent would also provide advice to Member States on human rights due diligence policy application and coordinating structures.

666. Furthermore, it is proposed that a post of Human Rights Officer (P-3) be established to provide support for operational planning work by participating in interdepartmental processes for new peacekeeping operations and the reconfiguration of existing ones. The incumbent would be responsible for defining human rights, delineating the roles of human rights components and preparing concepts of operations, ensuring the integration of human rights into the relevant planning documents of all other components, identifying the operational support required for the deployment of advance human rights teams, and facilitating the translation of policies into programmes for the human rights components of peacekeeping operations. The incumbent would also assist the Section in responding to requests for advice from peacekeeping operations at which no human rights components are currently deployed.

667. In addition, it is proposed that a post of Programme Assistant (GS (OL)) be established to support the activities and work of the Peace Mission Support Section. The Programme Assistant would provide administrative and programmatic support to the Section, coordinate the organization of day-to-day activities, including communications with Member States and United Nations departments, agencies, funds and programmes, and provide logistical coordination for briefings, consultations and visits. The incumbent would also assist the Section in its activity reporting for planning and performance evaluations, maintain and disseminate various human rights information tools and support the coordination of meetings among human rights practitioners at peacekeeping missions.

668. The risks to the Organization associated with the non-approval of the three proposed posts are twofold. First, it would continue a pattern of ad hoc strategic planning and inadequate backstopping for peacekeeping operations and their personnel in mandate and policy implementation. For example, the Section would not be able to engage in the planning of the establishment, reconfiguration or closing of missions, and therefore would not be in a position to support the ongoing transition planning for UNMIL, MINUSTAH or UNOCI. It would also impair the Section's capacity to provide for the timely deployment of advance teams and human rights monitoring personnel to new or emerging crises. In addition, the gathering of good practices and lessons learned would be negatively affected, along with the maintenance of policies and processes and operational guidance development. Secondly, non-approval of the posts would result in inadequate operational guidance and support for human-rights-related policy implementation, such as lack of or weak guidance and advice for peacekeeping operations on human rights priorities; delays in the issuance of human rights reports on trends, including in the area of sexual violence, as a result of lack of capacity to review them for quality and coherence in a timely manner; and failure by peacekeeping operations to implement and/or uphold the human rights due diligence policy.

Africa Branch

Establishment of one new post (1 P-4 Human Rights Officer, Central Africa region)

Conversion of one general temporary assistance position (1 P-4 Human Rights Officer) to a post

669. The approved staffing establishment of the Africa Branch of the Field Operations and Technical Cooperation Division, located in Geneva, comprises 11 posts (1 P-5, 4 P-4, 3 P-3, 1 P-2 and 2 GS (OL)) funded from the regular budget and 1 general temporary assistance position (P-4) funded from the support account.

670. The Division's geographical desks currently support nine peacekeeping missions (MINUSCA, MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNMIK, UNMIL, UNMISS and UNOCI). With the exception of one dedicated general temporary assistance position in support of peacekeeping missions located in West Africa, none of the desk officers are exclusively dedicated to peacekeeping missions. Desk officers carry a portfolio of three to seven countries at a time. Owing to the heavy workload generated by the peacekeeping missions in the Central African Republic, the Democratic Republic of the Congo, Haiti, Mali, South Sudan and the Sudan, the Division continues to redirect resources to obtain desk officers from its extrabudgetary resources to specifically monitor countries where large missions are present. Nevertheless, these dedicated desk officers devote at best 50 per cent of their time to supporting peacekeeping operations, as they also service human rights mechanisms. Given the complexity of the mandates and the size of the human rights components of those peacekeeping operations and their heavy involvement in supporting the United Nations human rights mechanisms for these countries, the current capacity remains insufficient.

671. In this context, and given the heavy workload generated by the region of Central Africa, one of the desk officers at the P-4 level has been temporarily reassigned to provide a degree of support to peacekeeping operations in that region. However, this temporary solution is not sufficient to ensure that adequate human rights guidance is provided to those peacekeeping operations.

672. Accordingly, it is proposed that one post of Human Rights Officer (P-4) be established in the Africa Branch of the Field Operations and Technical Cooperation Division to backstop human rights components in the Central Africa region through the provision of advice and support with regard to the application of international human rights and humanitarian law and the implementation of the mandated human rights activities of peacekeeping operations, including with a view to the protection of civilians. The incumbent would formulate strategies and policies regarding human rights activities in the region; provide the human rights advice and technical guidance received from United Nations human rights mechanisms; prepare written outputs; review and provide input on human rights reports and human rights sections of the country reports of the Secretary-General; and coordinate interaction with human rights mechanisms and international organizations. Additionally, the incumbent would provide analysis on the human rights situation in the region and on the actions and engagement needed to advance human rights and sustain progress made in the areas of protection of human rights, including the protection of civilians and combating conflict-related sexual violence, and support programming for technical cooperation projects.

673. Furthermore, the conversion of one general temporary assistance positions of Human Rights Officer (P-4) backstopping peacekeeping missions located in West Africa is requested. The functions performed by the incumbent of the position are of a continuous nature, as they involve the provision of substantive human rights guidance related to the implementation of human rights mandates and reporting obligations with respect to the Security Council, including conducting human rights research and supporting the formulation of human rights programmes and workplans.

(d) Justification of general temporary assistance positions

Field Operations and Technical Cooperation Division

Peace Mission Support Section

Human Rights Officer (1 P-4 position, new)

674. The general temporary assistance position is proposed to strengthen the capacity of the Peace Mission Support Section, by contributing to the reinforcement of rapidly deployable human rights teams, including in the context of mission start-up or surge deployment in response to crisis.

675. The Peace Mission Support Section collaborates closely with the Field Personnel Division of the Department of Field Support in providing substantive human rights resource planning and the deployment of human rights officers to peacekeeping operations. In particular, the Section develops the methodological tools for human rights technical assessment and participates in the evaluation of candidates for human rights rostering exercises for peacekeeping operations. It also advises on the assessment of human rights staffing needs during planning phases, designs staffing tables for human rights components and maintains liaison with and supports DFS in the identification of appropriate human rights experts for prompt deployment.

676. While the Field Personnel Division oversees the administration of the rostering process, the Peace Mission Support Section serves as a counterpart in testing development, grading and the identification of expert panel members. Furthermore, for human rights component positions, the High Commissioner serves as hiring manager. OHCHR also maintains capacity in the Section to support the design and composition of staffing tables of the start-up teams for new missions. This capacity complements that of DFS in this area.

677. The proposed general temporary assistance position is aimed at addressing the inadequate capacity of the Peace Mission Support Section in supporting the human rights components of peacekeeping missions. Its incumbent would help speed up the tardy identification of human rights resource needs and deployment of human rights staff.

678. The incumbent would develop a baseline model for human rights component staffing and deployment, notably in the start-up phase of peacekeeping operations. Such a model would identify generic and specific human rights functions and required staffing levels and structures, including baseline workload analysis, in the core areas of human rights investigation, monitoring and reporting and protection. Such analysis would serve as a baseline/template for planning human rights staffing

in start-up missions. The incumbent would also carry out the functional profiling of rostered candidates for human rights positions.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2013/14)*	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	137.9	519.6	1 510.6	991.0	190.7
II. Non-post resources					
General temporary assistance	–	110.5	198.8	88.3	79.9
Official travel	211.0	221.9	265.2	43.3	19.5
Facilities and infrastructure	0.5	75.5	93.9	18.4	24.4
Communications	2.5	32.3	41.1	8.8	27.2
Information technology	0.7	7.7	19.2	11.5	149.4
Other supplies, services and equipment	37.8	50.0	50.0	–	–
Subtotal, II	**252.5**	**497.9**	**668.2**	**170.3**	**34.2**
Total	**390.4**	**1 017.5**	**2 178.8**	**1 161.3**	**114.1**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$1 510.6	$991.0	190.7%

679. The provision would cover the salaries, common staff costs and staff assessments for the eight proposed posts. The higher requirements are attributable to the proposed establishment of four new posts and the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	*Variance*	
General temporary assistance	$198.8	$88.3	79.9%

680. The higher requirements are attributable to the proposed establishment of one general temporary assistance position budgeted on the basis of a vacancy rate of 12 per cent, compared with the 2014/15 budgeted vacancy rate of 50 per cent for the establishment of new general temporary assistance positions. The additional requirements are offset by the proposed conversion of one general temporary assistance position to a post.

	Cost estimates	*Variance*	
Official travel	$265.2	$43.3	19.5%

681. The official travel requirements are described below.

682. The amount of $130,800 is proposed for travel in relation to the following mission planning/assessment/consultation activities: eight technical assessment

missions and operational support visits to peacekeeping operations to review progress, analyse mandate, structure and resource implications, and provide inputs to mission leadership and direction to the human rights component regarding mandate implementation ($40,300); participation in strategic and technical assessment missions to identify the human rights needs of peacekeeping operations and participate in three mission planning exercises ($40,400); two surge capacity deployments of staff to fill significant gaps or to assist human rights components in crisis situations ($14,600); one predeployment mission to establish human rights components for new peacekeeping operations ($15,800); consultations on policy development, training and mandate implementation ($9,900); and two consultations at the field level on human rights operational guidance for peacekeeping military and police personnel ($9,800).

683. The amount of $18,600 is proposed for travel to undertake the following technical support activities: the development of standard operating procedures to support peacekeeping missions located in West and Central Africa in implementing the human rights due diligence policy and the provision of guidance to conduct research and provide human rights information to facilitate risk assessments ($9,800); and the provision of advice to peacekeeping missions located in West and Central Africa in the context of their support for national authorities in their engagement with processes of the Human Rights Council, special procedures and treaty bodies ($8,800).

684. The amount of $82,600 is proposed for travel to attend the following seminars/conferences/workshops: internal consultations between New York- and Geneva-based human rights staff on strategic human rights priorities and planning in support of human rights components ($32,900); and eight briefings to Member States, regional organizations and groups of friends/contact groups on human rights concerns in countries with a peacekeeping operation ($49,700).

685. The amount of $33,200 is proposed for travel to undertake the following training activities: facilitating specialized training-of-trainers courses on human rights for police and military personnel and specialized training courses on human rights for peacekeeping personnel.

686. The higher requirements are attributable to the proposal to establish four new posts and one new position to carry out activities with travel implications.

	Cost estimates	*Variance*	
Facilities and infrastructure	$93.9	$18.4	24.4%

687. An amount of $93,900 is proposed to provide for the rental of office premises, common services and non-recurring requirements for alterations and furniture in connection with the proposed new posts and the acquisition of office supplies.

688. The higher requirements are attributable to the proposal to establish four new posts and one new position.

	Cost estimates	*Variance*	
Communications	$41.1	$8.8	27.2%

689. An amount of $41,100 is proposed to cover charges for commercial communications services and provide for the acquisition of equipment in connection with the proposed new posts and position.

690. The higher requirements are attributable to standard communications associated with the proposal to establish four new posts and one new position.

	Cost estimates	*Variance*	
Information technology	$19.2	$11.5	149.4%

691. An amount of $19,200 is proposed to provide standard resources for the maintenance and repair of information technology equipment, based on the standard service level agreements established with OICT and the acquisition of standard equipment in connection with the proposed new posts and positions.

692. The higher requirements are attributable to standard communications associated with the proposal to establish four new posts and one new position.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$50.0	–	–

693. An amount of $50,000 is proposed to cover the costs of the editing, layout and printing of a training package on human rights ($30,000) and conference services for the organization of workshops and annual consultations ($20,000).

IV. Action to be taken by the General Assembly

694. **The actions to be taken by the General Assembly are as follows:**

(a) **To approve the support account requirements in the amount of $338,073,400 for the 12-month period from 1 July 2015 to 30 June 2016;**

(b) **To apply the unencumbered balance of $6,298,500 in respect of the financial period from 1 July 2013 to 30 June 2014 to the support account requirements for the period from 1 July 2015 to 30 June 2016;**

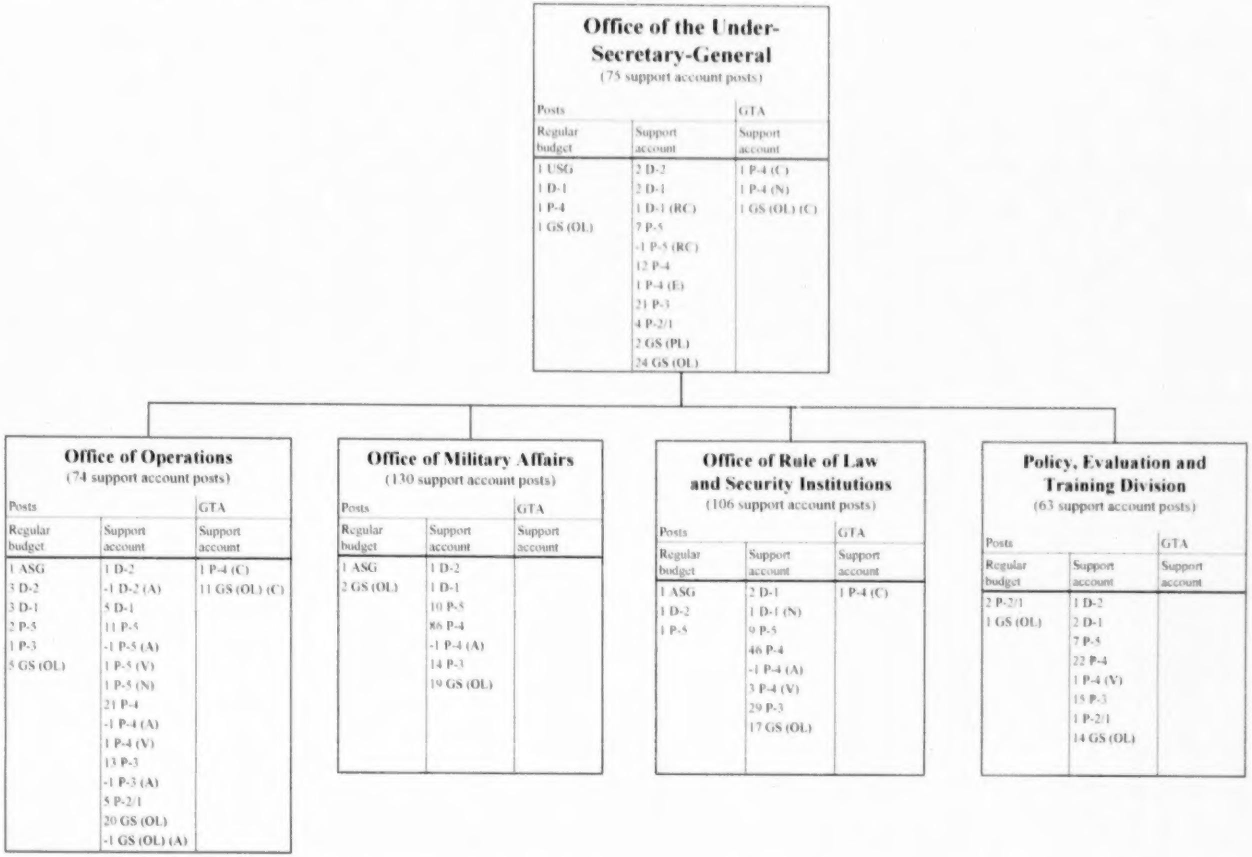
(c) **To apply the total amount of other income amounting to $1,455,700, comprising interest income ($359,900), other miscellaneous income ($223,500), and cancellations of prior-period obligations ($872,300), in respect of the period from 1 July 2013 to 30 June 2014 to the support account requirements for the period from 1 July 2015 to 30 June 2016;**

(d) **To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2014, in the amount of $1,569,000, to the support account requirements for the period from 1 July 2015 to 30 June 2016;**

(e) **To prorate the balance of $328,750,200 among the budgets of the active peacekeeping operations for the financial period from 1 July 2015 to 30 June 2016.**

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2015 to 30 June 2016



Office of the Under-Secretary-General
(75 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-1 1 P-4 1 GS (OL)	2 D-2 2 D-1 1 D-1 (RC) 7 P-5 -1 P-5 (RC) 12 P-4 1 P-4 (E) 21 P-3 4 P-2/1 2 GS (PL) 24 GS (OL)	1 P-4 (C) 1 P-4 (N) 1 GS (OL) (C)

Office of Operations
(74 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 3 D-2 3 D-1 2 P-5 1 P-3 5 GS (OL)	1 D-2 -1 D-2 (A) 5 D-1 11 P-5 -1 P-5 (A) 1 P-5 (V) 1 P-5 (N) 21 P-4 -1 P-4 (A) 1 P-4 (V) 13 P-3 -1 P-3 (A) 5 P-2/1 20 GS (OL) -1 GS (OL) (A)	1 P-4 (C) 11 GS (OL) (C)

Office of Military Affairs
(130 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 GS (OL)	1 D-2 1 D-1 10 P-5 86 P-4 -1 P-4 (A) 14 P-3 19 GS (OL)	

Office of Rule of Law and Security Institutions
(106 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-2 1 P-5	2 D-1 1 D-1 (N) 9 P-5 46 P-4 -1 P-4 (A) 3 P-4 (V) 29 P-3 17 GS (OL)	1 P-4 (C)

Policy, Evaluation and Training Division
(63 support account posts)

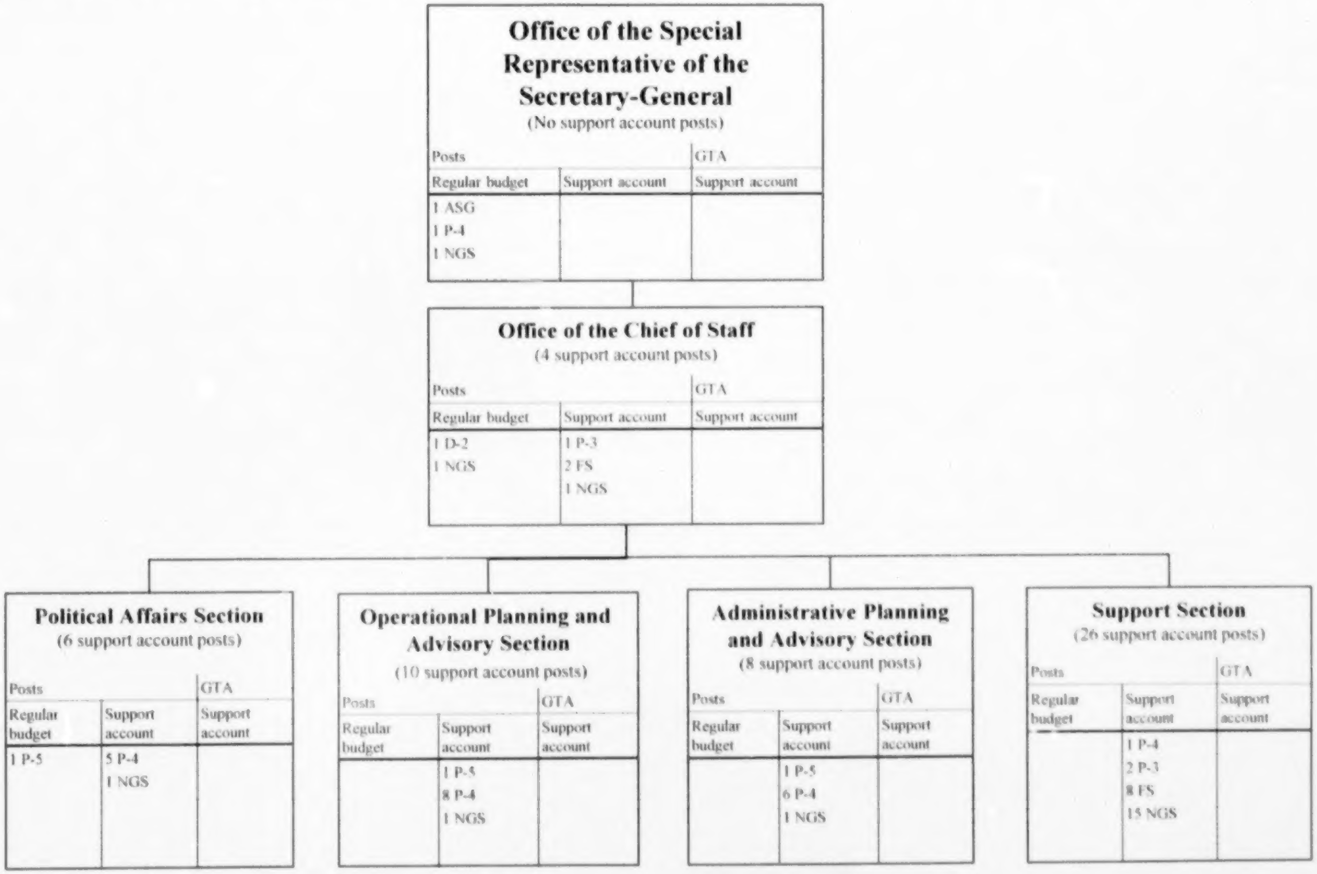
Posts		GTA
Regular budget	Support account	Support account
2 P-2/1 1 GS (OL)	1 D-2 2 D-1 7 P-5 22 P-4 1 P-4 (V) 15 P-3 1 P-2/1 14 GS (OL)	

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; LL, local level; NGS, national General Service staff; NPO, National Professional Officer; SS, Security Service; USG, Under-Secretary-General.

E: Establishment	A: Abolishment
RA: Reassignment	V: Conversion
RC: Reclassification	C: Continuation of GTA
RD: Redeployment	N: New GTA

Annex II

Proposed staffing of the United Nations Office to the African Union for the period from 1 July 2015 to 30 June 2016

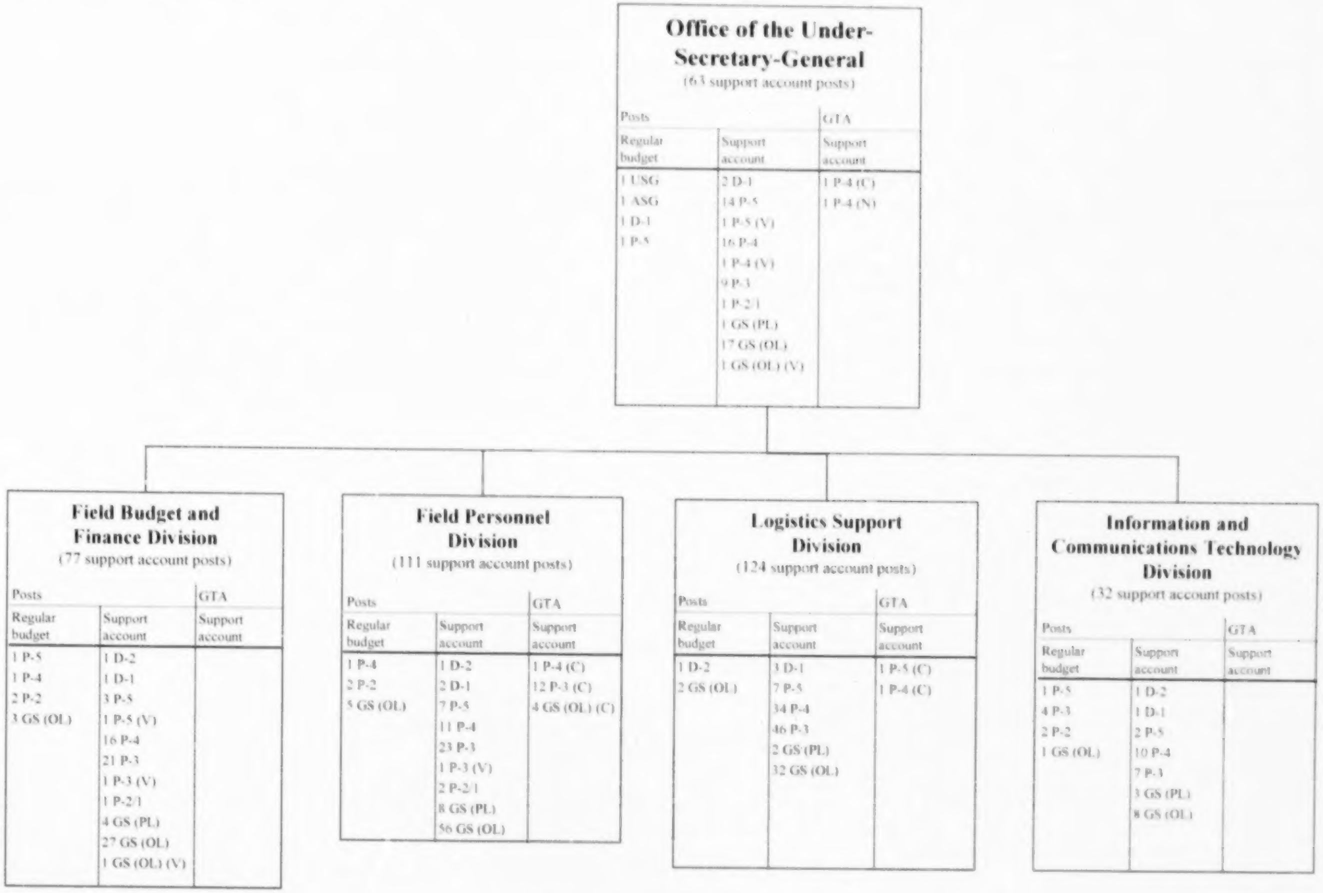


E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment

A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex III

Proposed staffing of the Department of Field Support for the period from 1 July 2015 to 30 June 2016



Office of the Under-Secretary-General
(63 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	2 D-1	1 P-4 (C)
1 ASG	14 P-5	1 P-4 (N)
1 D-1	1 P-5 (V)	
1 P-5	16 P-4	
	1 P-4 (V)	
	9 P-3	
	1 P-2/1	
	1 GS (PL)	
	17 GS (OL)	
	1 GS (OL) (V)	

Field Budget and Finance Division
(77 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5	1 D-2	
1 P-4	1 D-1	
2 P-2	3 P-5	
3 GS (OL)	1 P-5 (V)	
	16 P-4	
	21 P-3	
	1 P-3 (V)	
	1 P-2/1	
	4 GS (PL)	
	27 GS (OL)	
	1 GS (OL) (V)	

Field Personnel Division
(111 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-4	1 D-2	1 P-4 (C)
2 P-2	2 D-1	12 P-3 (C)
5 GS (OL)	7 P-5	4 GS (OL) (C)
	11 P-4	
	23 P-3	
	1 P-3 (V)	
	2 P-2/1	
	8 GS (PL)	
	56 GS (OL)	

Logistics Support Division
(124 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	3 D-1	1 P-5 (C)
2 GS (OL)	7 P-5	1 P-4 (C)
	34 P-4	
	46 P-3	
	2 GS (PL)	
	32 GS (OL)	

Information and Communications Technology Division
(32 support account posts)

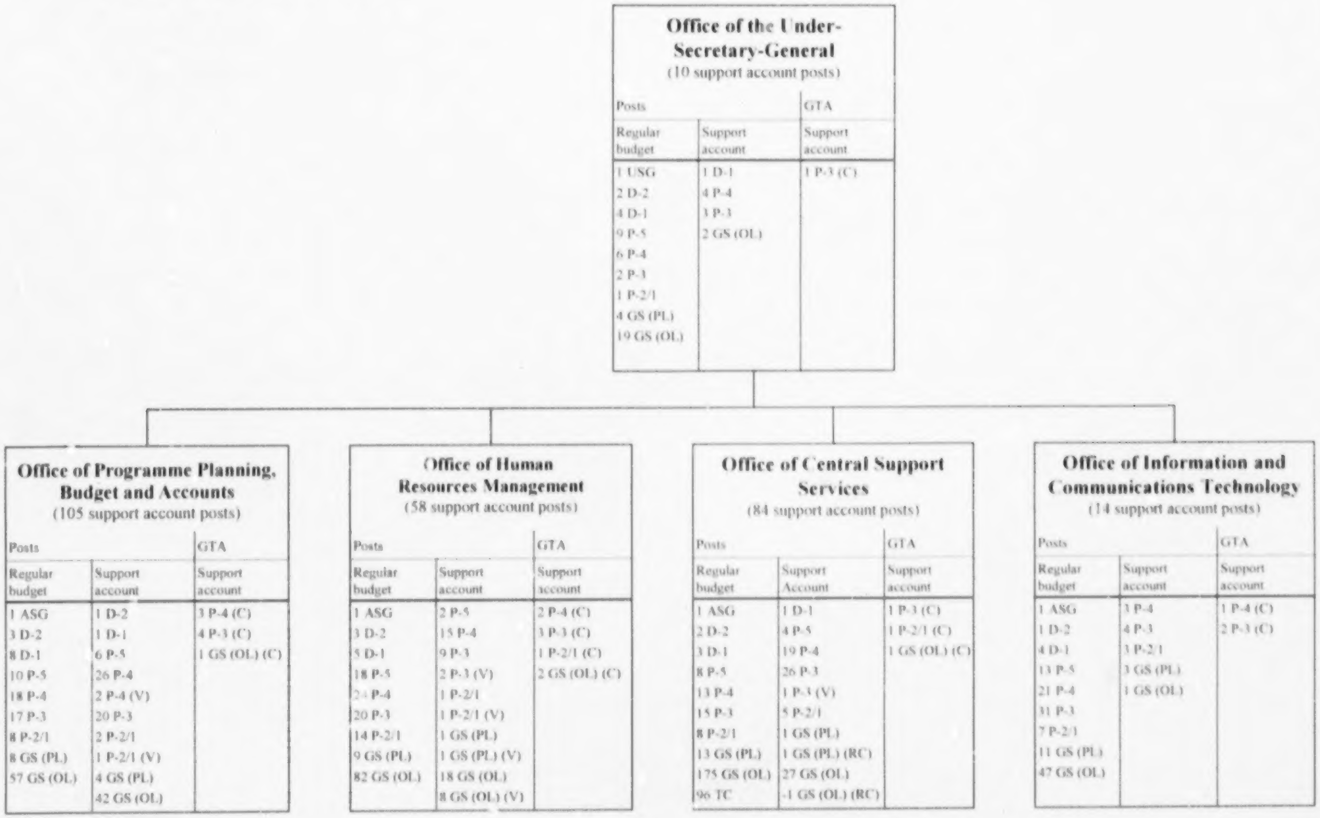
Posts		GTA
Regular budget	Support account	Support account
1 P-5	1 D-2	
4 P-3	1 D-1	
2 P-2	2 P-5	
1 GS (OL)	10 P-4	
	7 P-3	
	3 GS (PL)	
	8 GS (OL)	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment

A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex IV

Proposed staffing of the Department of Management for the period from 1 July 2015 to 30 June 2016



Office of the Under-Secretary-General
(10 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	1 P-3 (C)
2 D-2	4 P-4	
4 D-1	3 P-3	
9 P-5	2 GS (OL)	
6 P-4		
2 P-3		
1 P-2/1		
4 GS (PL)		
19 GS (OL)		

Office of Programme Planning, Budget and Accounts
(105 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	3 P-4 (C)
3 D-2	1 D-1	4 P-3 (C)
8 D-1	6 P-5	1 GS (OL) (C)
10 P-5	26 P-4	
18 P-4	2 P-4 (V)	
17 P-3	20 P-3	
8 P-2/1	2 P-2/1	
8 GS (PL)	1 P-2/1 (V)	
57 GS (OL)	4 GS (PL)	
	42 GS (OL)	

Office of Human Resources Management
(58 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	2 P-5	2 P-4 (C)
3 D-2	15 P-4	3 P-3 (C)
5 D-1	9 P-3	1 P-2/1 (C)
18 P-5	2 P-3 (V)	2 GS (OL) (C)
24 P-4	1 P-2/1	
20 P-3	1 P-2/1 (V)	
14 P-2/1	1 GS (PL)	
9 GS (PL)	1 GS (PL) (V)	
82 GS (OL)	18 GS (OL)	
	8 GS (OL) (V)	

Office of Central Support Services
(84 support account posts)

Posts		GTA
Regular budget	Support Account	Support account
1 ASG	1 D-1	1 P-3 (C)
2 D-2	4 P-5	1 P-2/1 (C)
3 D-1	19 P-4	1 GS (OL) (C)
8 P-5	26 P-3	
13 P-4	1 P-3 (V)	
15 P-3	5 P-2/1	
8 P-2/1	1 GS (PL)	
13 GS (PL)	1 GS (PL) (RC)	
175 GS (OL)	27 GS (OL)	
96 TC	-1 GS (OL) (RC)	

Office of Information and Communications Technology
(14 support account posts)

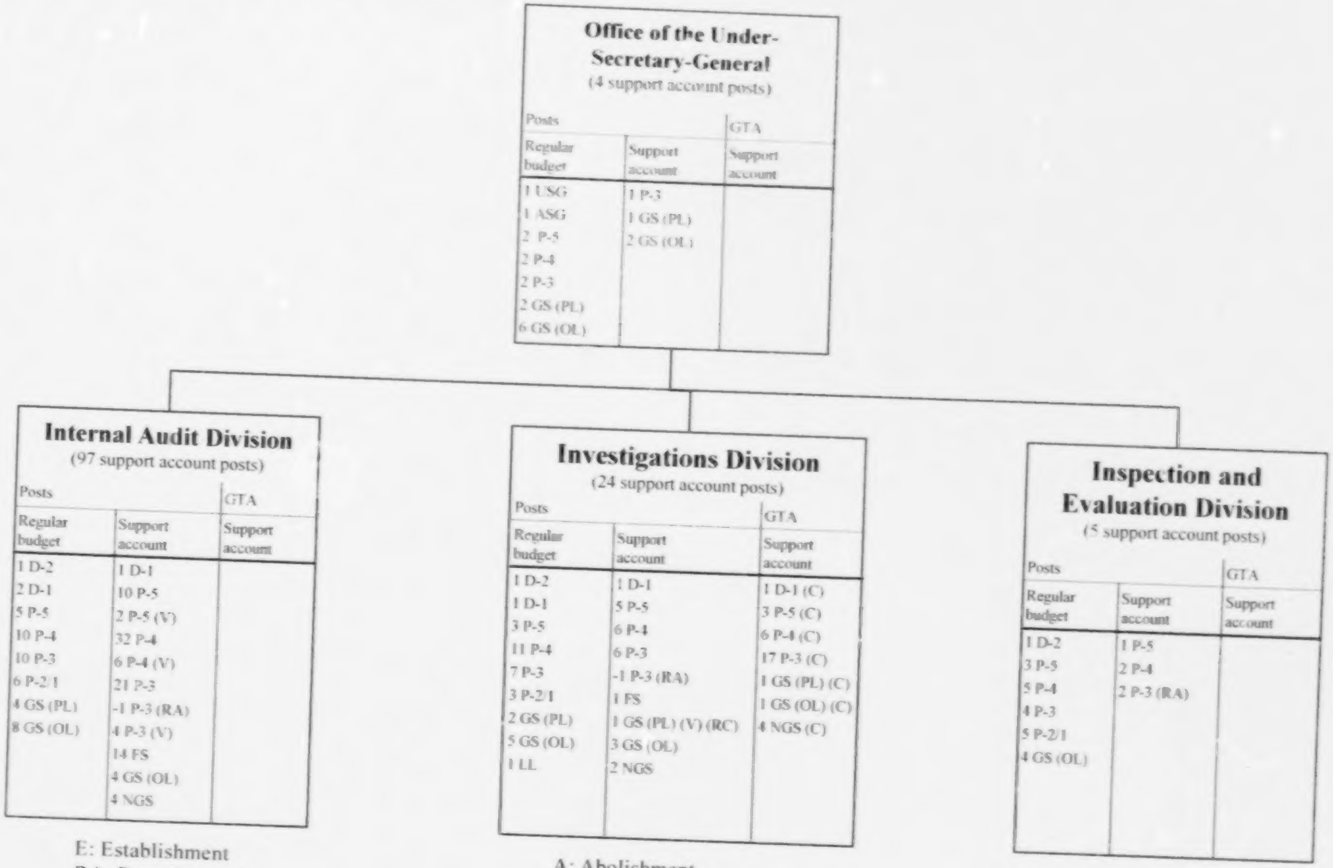
Posts		GTA
Regular budget	Support account	Support account
1 ASG	3 P-4	1 P-4 (C)
1 D-2	4 P-3	2 P-3 (C)
4 D-1	3 P-2/1	
13 P-5	3 GS (PL)	
21 P-4	1 GS (OL)	
31 P-3		
7 P-2/1		
11 GS (PL)		
47 GS (OL)		

E: Establishment
RA: Reassignment
PC: Reclassification
RD: Redeployment

A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex V

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2015 to 30 June 2016



Office of the Under-Secretary-General
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 P-5 2 P-4 2 P-3 2 GS (PL) 6 GS (OL)	1 P-3 1 GS (PL) 2 GS (OL)	

Internal Audit Division
(97 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 10 P-4 10 P-3 6 P-2/1 4 GS (PL) 8 GS (OL)	1 D-1 10 P-5 2 P-5 (V) 32 P-4 6 P-4 (V) 21 P-3 -1 P-3 (RA) 4 P-3 (V) 14 FS 4 GS (OL) 4 NGS	

Investigations Division
(24 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 11 P-4 7 P-3 3 P-2/1 2 GS (PL) 5 GS (OL) 1 LL	1 D-1 5 P-5 6 P-4 6 P-3 -1 P-3 (RA) 1 FS 1 GS (PL) (V) (RC) 3 GS (OL) 2 NGS	1 D-1 (C) 3 P-5 (C) 6 P-4 (C) 17 P-3 (C) 1 GS (PL) (C) 1 GS (OL) (C) 4 NGS (C)

Inspection and Evaluation Division
(5 support account posts)

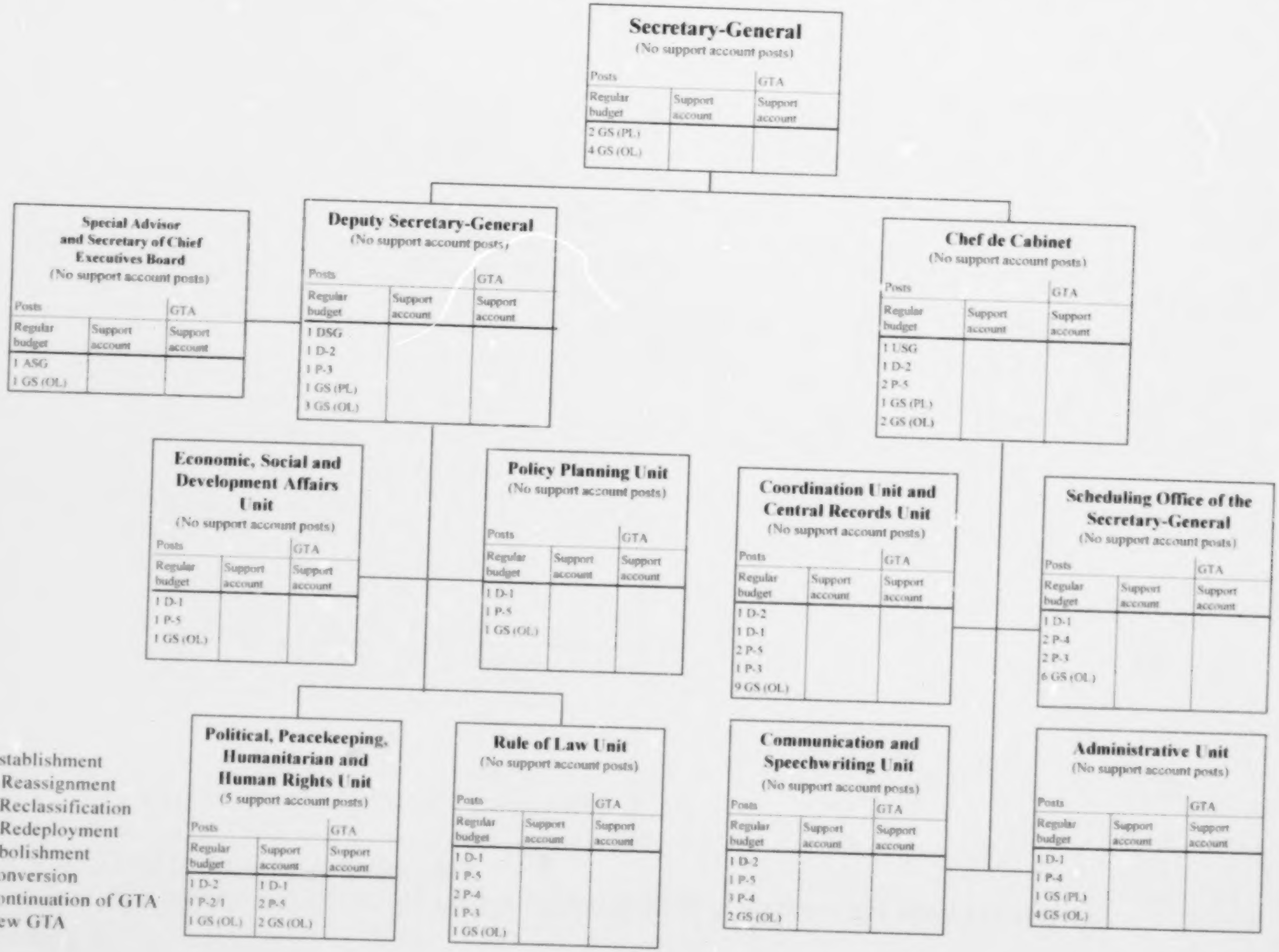
Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 P-5 5 P-4 4 P-3 5 P-2/1 4 GS (OL)	1 P-5 2 P-4 2 P-3 (RA)	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment

A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VI

Proposed staffing of the Executive Office of the Secretary-General for the period from 1 July 2015 to 30 June 2016



E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VII

Proposed staffing of the Office of Staff Legal Assistance for the period from 1 July 2015 to 30 June 2016

Office of Staff Legal Assistance

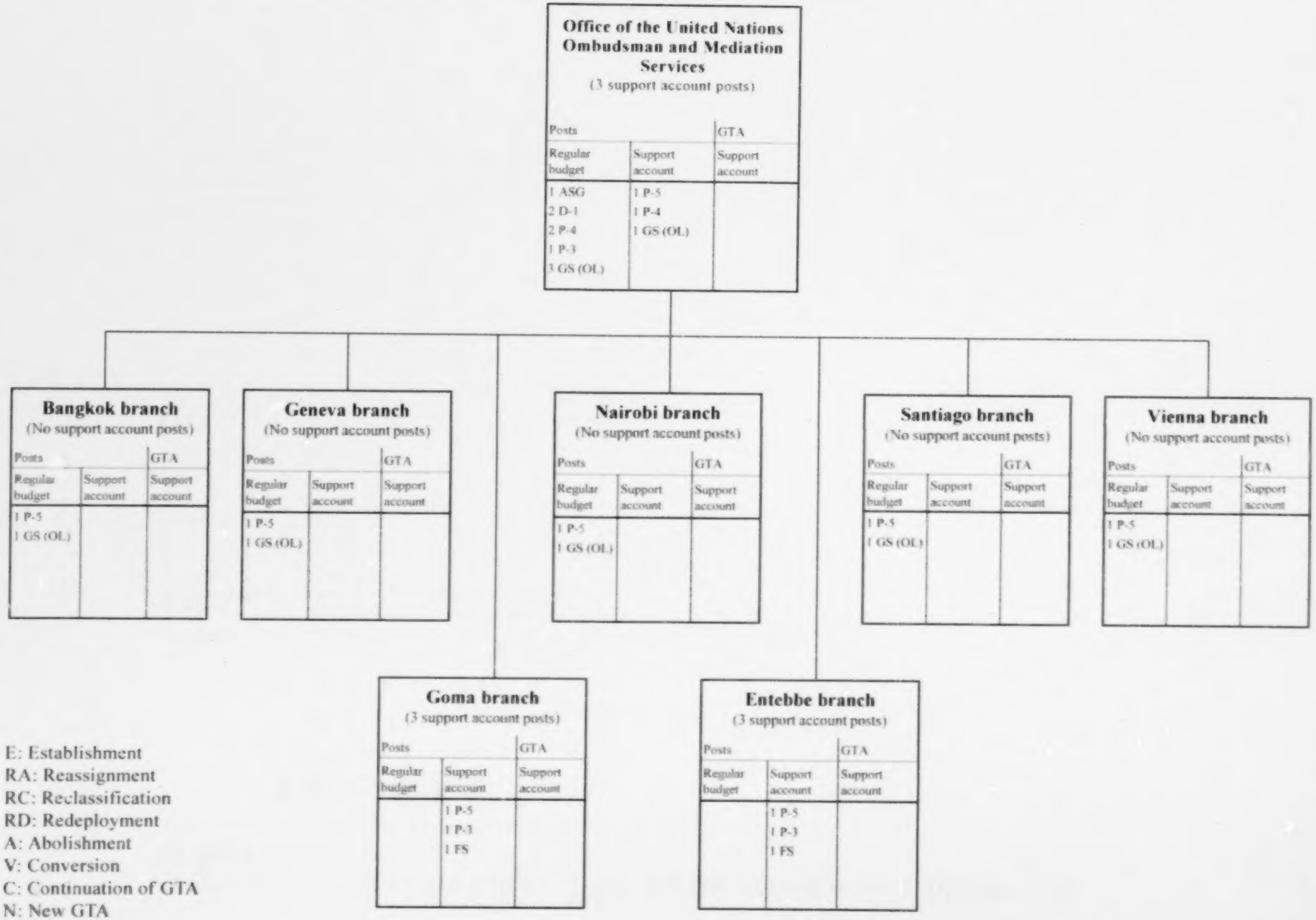
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
New York 1 P-5 1 P-3 1 P-2/1 3 GS (OL) Geneva 1 P-3 Nairobi 1 P-3 Beirut 1 P-3 Addis Ababa 1 P-3		Nairobi 1 P-3 (C)

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex VIII

Proposed staffing of the Office of United Nations Ombudsman and Mediation Services for the period from 1 July 2015 to 30 June 2016



E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex IX

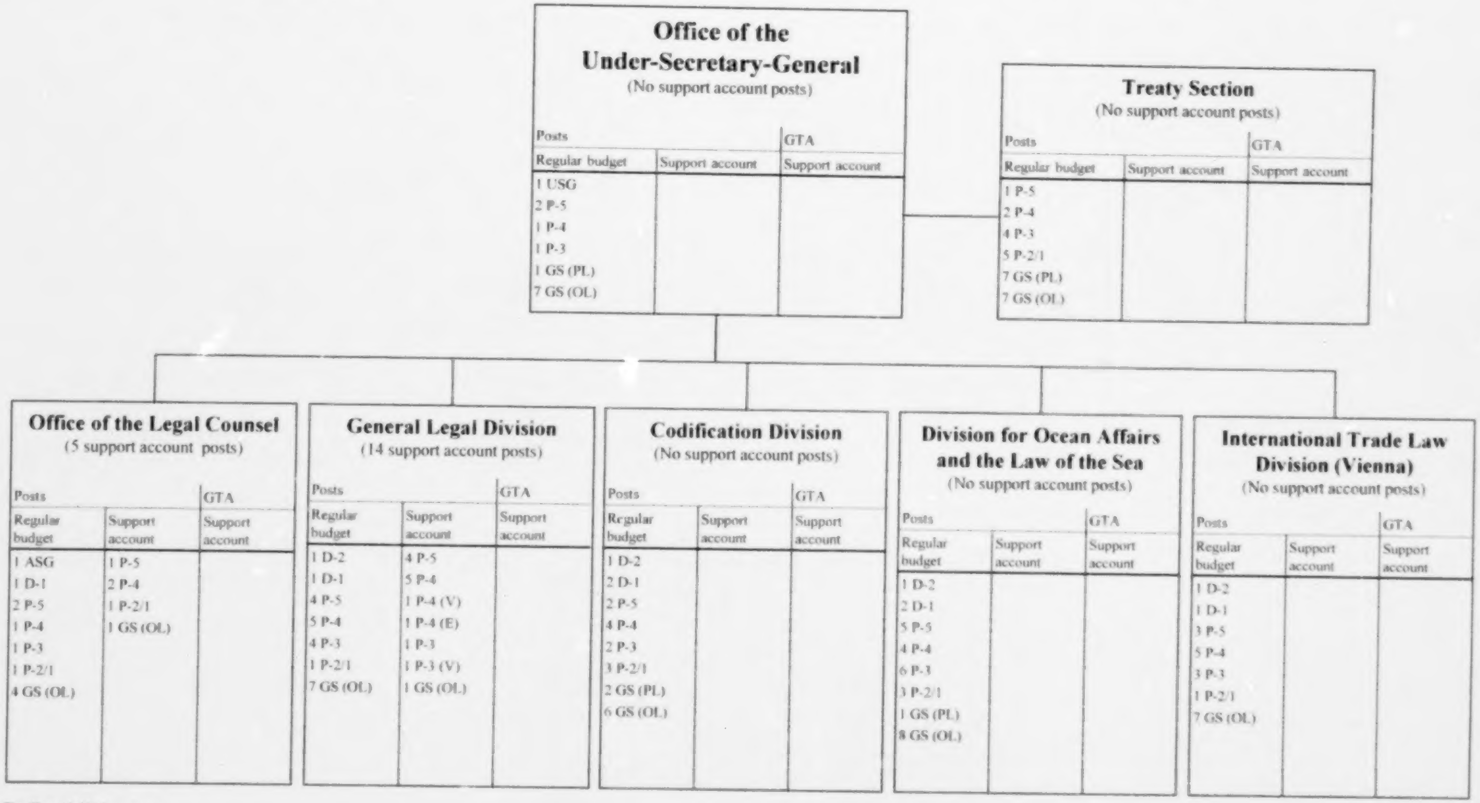
Proposed staffing of the Ethics Office for the period from 1 July 2015 to 30 June 2016

Ethics Office (3 support account posts)		
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 1 P-4 2 P-3 1 P-2/1 1 GS (PL) 1 GS (OL)	1 P-5 1 P-3 1 GS (OL)	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex X

Proposed staffing of the Office of Legal Affairs for the period from 1 July 2015 to 30 June 2016



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 P-5 1 P-4 1 P-3 1 GS (PL) 7 GS (OL)		

Treaty Section
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 2 P-4 4 P-3 5 P-2/1 7 GS (PL) 7 GS (OL)		

Office of the Legal Counsel
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-1 2 P-5 1 P-4 1 P-3 1 P-2/1 4 GS (OL)	1 P-5 2 P-4 1 P-2/1 1 GS (OL)	

General Legal Division
(14 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 4 P-5 5 P-4 4 P-3 1 P-2/1 7 GS (OL)	4 P-5 5 P-4 1 P-4 (V) 1 P-4 (E) 1 P-3 1 P-3 (V) 1 GS (OL)	

Codification Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 2 P-5 4 P-4 2 P-3 3 P-2/1 2 GS (PL) 6 GS (OL)		

Division for Ocean Affairs and the Law of the Sea
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 4 P-4 6 P-3 3 P-2/1 1 GS (PL) 8 GS (OL)		

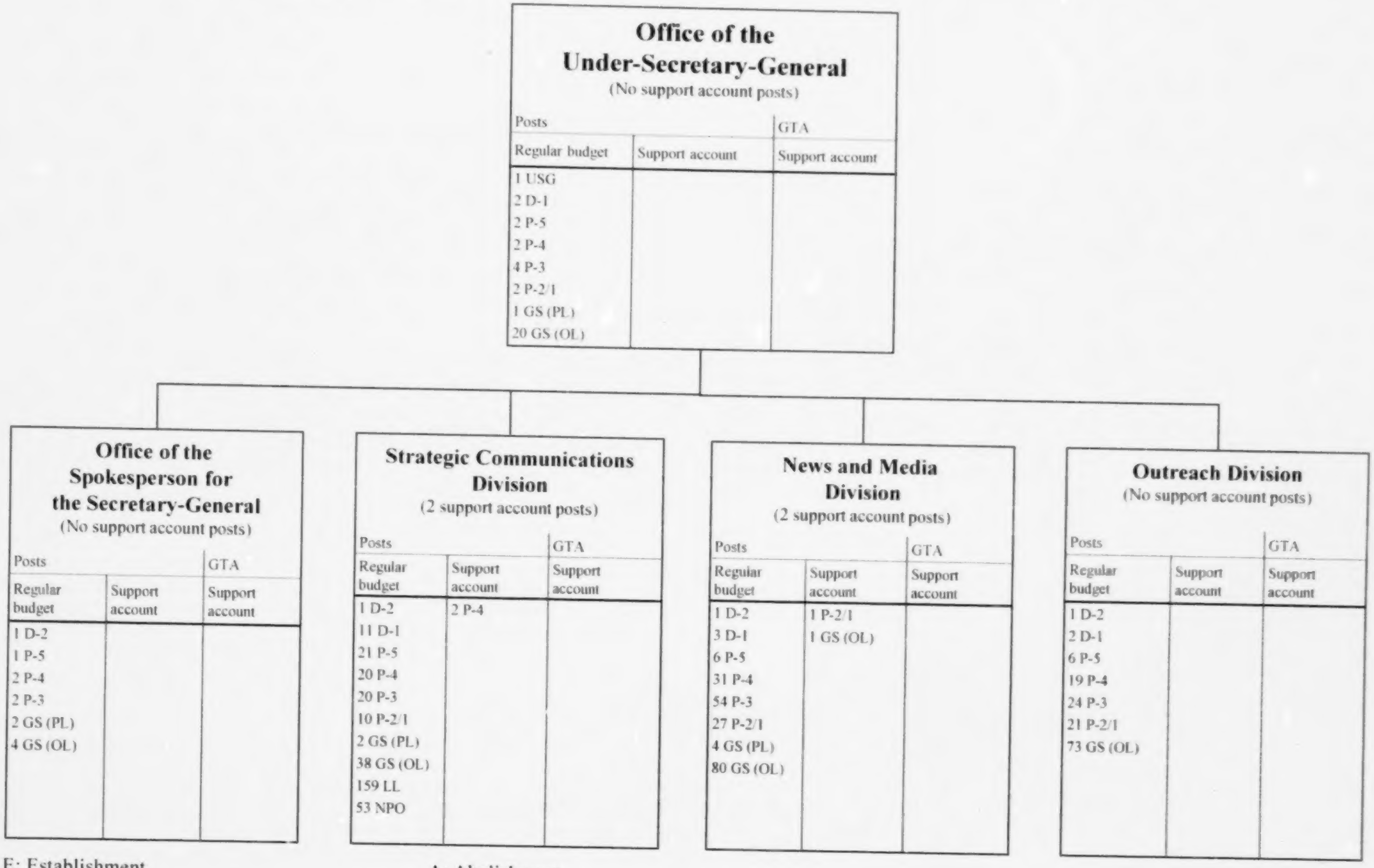
International Trade Law Division (Vienna)
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 5 P-4 3 P-3 1 P-2/1 7 GS (OL)		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XI

Proposed staffing of the Department of Public Information for the period from 1 July 2015 to 30 June 2016



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 D-1 2 P-5 2 P-4 4 P-3 2 P-2/1 1 GS (PL) 20 GS (OL)		

Office of the Spokesperson for the Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 2 P-4 2 P-3 2 GS (PL) 4 GS (OL)		

Strategic Communications Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 11 D-1 21 P-5 20 P-4 20 P-3 10 P-2/1 2 GS (PL) 38 GS (OL) 159 LL 53 NPO	2 P-4	

News and Media Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 D-1 6 P-5 31 P-4 54 P-3 27 P-2/1 4 GS (PL) 80 GS (OL)	1 P-2/1 1 GS (OL)	

Outreach Division
(No support account posts)

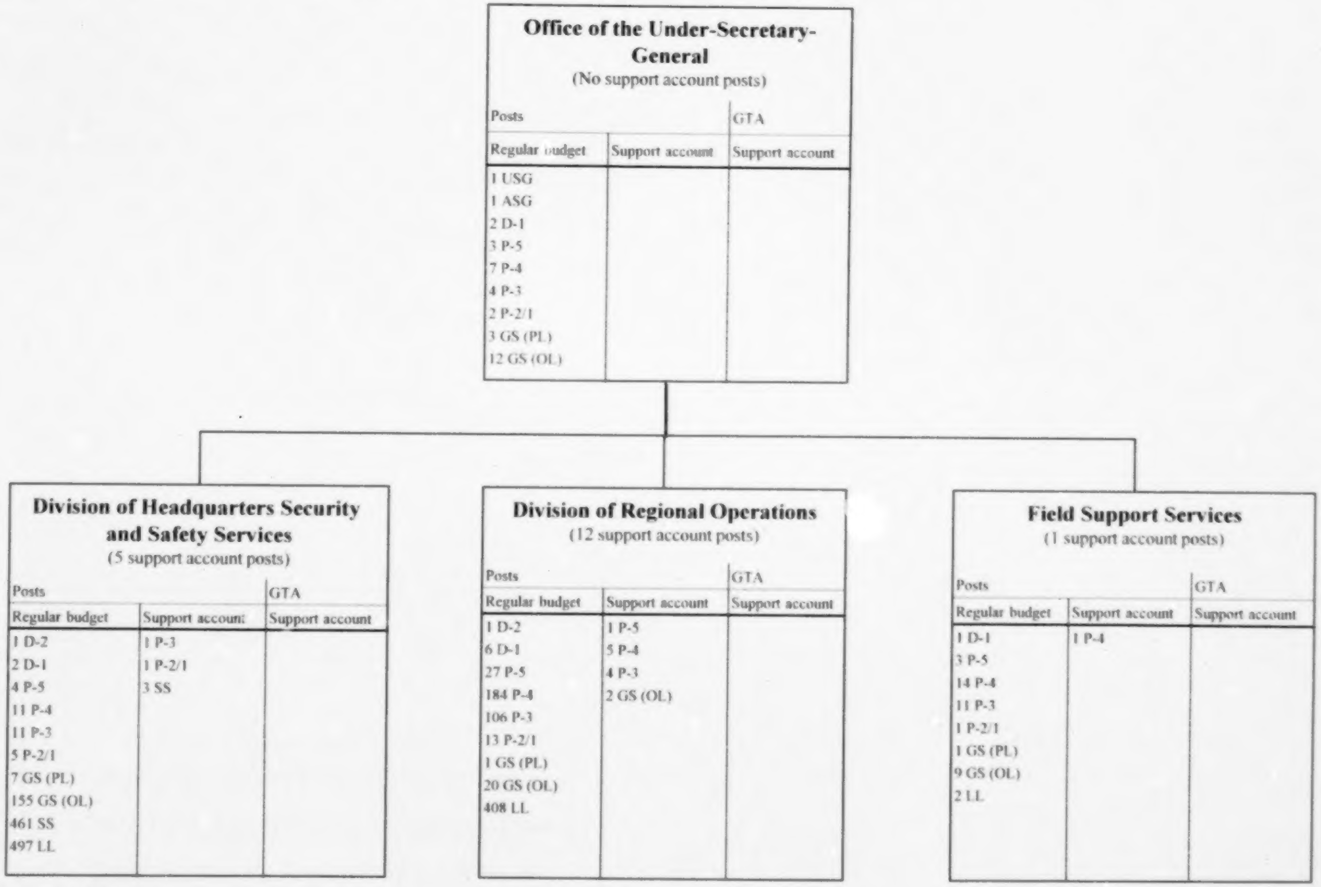
Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 6 P-5 19 P-4 24 P-3 21 P-2/1 73 GS (OL)		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment

A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XII

Proposed staffing of the Department of Safety and Security for the period from 1 July 2015 to 30 June 2016



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 D-1 3 P-5 7 P-4 4 P-3 2 P-2/1 3 GS (PL) 12 GS (OL)		

Division of Headquarters Security and Safety Services
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 4 P-5 11 P-4 11 P-3 5 P-2/1 7 GS (PL) 155 GS (OL) 461 SS 497 LL	1 P-3 1 P-2/1 3 SS	

Division of Regional Operations
(12 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 6 D-1 27 P-5 184 P-4 106 P-3 13 P-2/1 1 GS (PL) 20 GS (OL) 408 LL	1 P-5 5 P-4 4 P-3 2 GS (OL)	

Field Support Services
(1 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 3 P-5 14 P-4 11 P-3 1 P-2/1 1 GS (PL) 9 GS (OL) 2 LL	1 P-4	

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment

A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XIII

Proposed staffing of the secretariat of the Advisory Committee on Administrative and Budgetary Questions for the period from 1 July 2015 to 30 June 2016

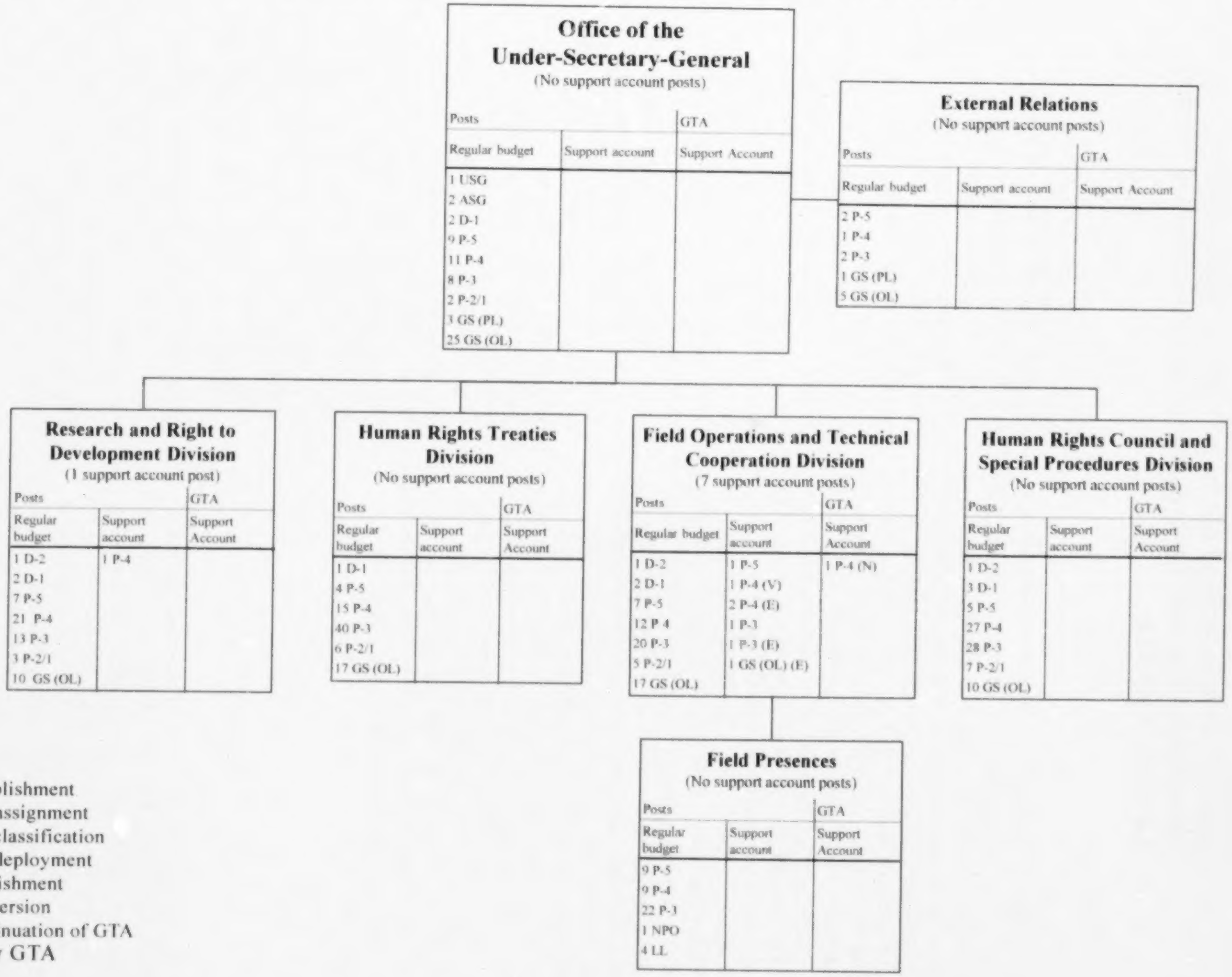
Secretariat of the Advisory Committee on Administrative and Budgetary Questions
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 GS (PL) 3 GS (OL)		1 P-5 (N) 1 P-4 (C)

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XIV

Proposed staffing of the Office of the United Nations High Commissioner for Human Rights for the period from 1 July 2015 to 30 June 2016



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
1 USG 2 ASG 2 D-1 9 P-5 11 P-4 8 P-3 2 P-2/1 3 GS (PL) 25 GS (OL)		

External Relations
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
2 P-5 1 P-4 2 P-3 1 GS (PL) 5 GS (OL)		

Research and Right to Development Division
(1 support account post)

Posts		GTA
Regular budget	Support account	Support Account
1 D-2 2 D-1 7 P-5 21 P-4 13 P-3 3 P-2/1 10 GS (OL)	1 P-4	

Human Rights Treaties Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
1 D-1 4 P-5 15 P-4 40 P-3 6 P-2/1 17 GS (OL)		

Field Operations and Technical Cooperation Division
(7 support account posts)

Posts		GTA
Regular budget	Support account	Support Account
1 D-2 2 D-1 7 P-5 12 P-4 20 P-3 5 P-2/1 17 GS (OL)	1 P-5 1 P-4 (V) 2 P-4 (E) 1 P-3 1 P-3 (E) 1 GS (OL) (E)	1 P-4 (N)

Human Rights Council and Special Procedures Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
1 D-2 3 D-1 5 P-5 27 P-4 28 P-3 7 P-2/1 10 GS (OL)		

Field Presences
(No support account posts)

Posts		GTA
Regular budget	Support account	Support Account
9 P-5 9 P-4 22 P-3 1 NPO 4 LL		

E: Establishment
RA: Reassignment
RC: Reclassification
RD: Redeployment
A: Abolishment
V: Conversion
C: Continuation of GTA
N: New GTA

Annex XV

Summary of follow-up action taken to implement requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

(A/68/861)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes from the information provided to it that the number of staff from troop- and police-contributing countries working in DPKO and DFS had decreased as at January 2014 compared with the number of staff in February 2013. The number of staff from troop- and police-contributing countries, compared with the total number of staff, had declined to 285 (96 per cent) from 331 (97 per cent) in DPKO, and to 208 (91 per cent) from 213 (95 per cent) in DFS. The Committee recalls that the General Assembly reiterated its request to the Secretary-General to intensify his efforts to ensure proper representation of troop-contributing countries in DPKO and DFS, taking into account their contribution to United Nations peacekeeping, and to report thereon in the context of his proposed budget for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015 (see resolution 67/287, para. 17). The Advisory Committee is of the view that the Secretary-General has not fully responded to the request of the General Assembly in this regard. The Committee reiterates its view that intensified efforts are required to improve the representation of the countries concerned in DPKO and DFS (ibid., para. 17) (para. 10)	The Secretariat has taken a number of actions to increase the number of staff from troop- and police-contributing countries, including: the amendment to the administrative instruction on the staff selection system (ST/AI/2010/3) in line with General Assembly resolutions 66/265 and 67/287, requiring that in the final selection decision by the head of department/office, due consideration be given to candidates from troop- or police-contributing countries for positions in a peacekeeping operation or Headquarters support account-funded positions in DPKO, DFS and other departments with support account resources; the posting of a special notice for job openings for posts in the Professional and higher categories financed from the support account indicating that applicants from troop- and police-contributing countries who are found most suitable and recommended for selection will be given due consideration for positions in a peacekeeping operation or Headquarters support account-funded positions in DPKO and DFS, taking into account their contribution to United Nations peacekeeping, in accordance with General Assembly resolutions 66/265 and 67/287; outreach activities to increase troop-contributing country/police-contributing country nominations of active-duty seconded officers, including briefings, workshops and seminars; and regular monitoring and reporting on troop-contributing country/police-contributing country representation, covering both civilian and active duty seconded officers' positions within DPKO and DFS
The Advisory Committee is of the view that the information with respect to vacant posts provided in the budget proposal lacks transparency. The Committee recalls that the General Assembly requested the Secretary-General to ensure that vacant posts were filled expeditiously (see resolution 66/264, sect. II, para. 21). The Committee also recalls that the Assembly reaffirmed that deliberate management decisions should not be taken to keep a certain number	Departments and offices funded from the support account regularly monitor vacancy rates to ensure that they remain within the budgeted vacancy rate, but they do not take actions to deliberately keep a number of posts vacant. They process each hiring as expeditiously as possible.

Request/recommendation	*Action taken to implement request/recommendation*
of posts vacant, as this action made the budget process less transparent and management of human and financial resources less efficient (see resolution 56/253, para. 54) (para. 13)	
The Advisory Committee believes that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates. In cases in which the proposed budgeted rates differ from the actual rates at the time of the preparation of the budget, clear justification should be provided in related budget documents for the rates used. The Committee also believes that the budgeted vacancy rate is a tool for achieving precision in budgetary calculations and that the management of post incumbency should not be used to achieve cost reductions in the process of budget implementation (para. 28)	The computation of requirements of posts and positions reflects the application of budgeted vacancy rates based on the overall actual average vacancy rates available at the time of the finalization of the budget report
The Advisory Committee is of the view that the criteria applied by the Secretary-General in proposing the conversion of general temporary assistance positions to posts need to be more coherent. The Committee reiterates its view that general temporary assistance is intended for functions of a temporary nature (see A/67/848, para. 55) (para. 50)	The Secretariat bases its support account resource proposals on a thorough analysis of post and non-post requirements, taking into full account downsizing and terminated missions and the resulting workload absorption capacity, the distribution of workload and actual responsibilities and functions performed, actual and expected workload drivers/statistics and expected outputs, and the business improvements made in the Organization. In this regard, functions carried out by incumbents of general temporary assistance positions are reviewed to determine whether they are of a temporary or a continuing nature Furthermore, in determining whether a position should be converted to a post, the Secretariat has taken into consideration the comments and recommendations made by the Advisory Committee in its relevant reports (A/66/779, A/65/827 and A/64/753). When proposing the conversion of general temporary assistance positions to posts, the Secretariat considers whether the work carried out can be considered of a continuing nature; the number of years for which such functions have been provided under this type of funding; whether there is a need for the continuation of such assistance; and the time frames envisaged for the completion, conversion or elimination of the envisaged functions

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee welcomes the efforts made by the Secretary-General to reduce resources proposed for consultants for 2014/15 under the support account. The Committee, nevertheless, encourages the Secretary-General to continue to rationalize the use of consultants and to build his in-house capacity and use it to the fullest (para. 52)	DPKO utilizes consultants either to conduct evaluations or to carry out training. For evaluations, they provide an independent and "external" perspective, while for trainings they provide both specialized knowledge and additional capacity, where and when such capacity does not exist in-house. Every effort is made to rationalize the use of consultants for such purposes In the Department of Management, owing to the issuance of the first IPSAS-compliant statement in 2013/14, the Office of Programme Planning, Budget and Accounts is able to reduce the utilization of consultants related to IPSAS-compliant recording, sustainability and benefit realization of IPSAS for peacekeeping missions by 16 per cent In OIOS, consultants are engaged for continued need for high-level advisers, content specialists and the acquisition of specialized data servers essential to the conduct of complex peacekeeping evaluations. In the Inspection and Evaluation Division, such expertise is not available in-house In the Ethics Office, consultants are used either to conduct independent financial disclosure programme filings or to develop specialized training modules for which no in-house capacity is available
The Advisory Committee considers that the information with respect to the impact of standard air ticket cost increases on departments and offices is not clearly presented in the proposed budget or sufficiently justified by the Secretariat through the additional information provided to the Committee (para. 54)	Travel requirements for the support account proposed budget 2015/16 have been budgeted in line with the relevant resolutions on air travel
With regard to issues related to standards of accommodation for air travel, the Advisory Committee recalls that a series of measures have been adopted by the General Assembly, including stricter limits on travel in business class and efforts to reduce short-notice travel by initiating the 16-day advanced booking of tickets, which would have an impact on air-travel-related costs of the Organization, including peacekeeping missions (see resolution 67/254 A, sect. VI). The Committee expected that these measures would contain costs under air travel (see A/67/848, para. 61). On the basis of the information contained in table 8, the Advisory Committee is not convinced that all departments and offices have started implementing	

Request/recommendation	*Action taken to implement request/recommendation*
the measures introduced by the General Assembly in its relevant resolutions on air travel. The Committee recommends that the Assembly request the Secretary-General to provide detailed information with respect to the financial impact on travel requirements under the support account in the performance report for 2014/15 and in future budget proposals (para. 55)	
The Advisory Committee encourages the Secretary-General to increase the efforts to consolidate different meetings and training activities taking place at the same destinations, and to minimize the number of travellers on any given trip (A/68/782/Add.4, para. 37). In the view of the Committee, such consolidation of travel requirements should be considered for both the travel of Headquarters personnel to peacekeeping missions and that of mission personnel to Headquarters, including travel for regional activities for all personnel (para. 56)	The comment has been taken into consideration in formulating the 2015/16 support account proposal
The Advisory Committee notes that OIOS is conducting an evaluation of the Standing Police Capacity in 2013/14. The Committee is of the view that the Secretary-General should provide a more detailed analysis regarding the operation of the Capacity at UNLB and at Headquarters in the proposed budget for the support account for 2015/16 (para. 66)	OIOS finalized its evaluation of the Standing Police Capacity in December 2014. The evaluation identified measures to strengthen the management and utilization of the Capacity and increase synergy with other capacities within the Office of Rule of Law and Security Institutions. In particular, OIOS recommended that due consideration be given by the General Assembly to supporting DPKO in reviewing the Capacity's occupational specialities to meet new demands arising from missions. It also requested the establishment of centralized funding at UNLB to support the Capacity's core functions and highlighted the need for DPKO to formalize the Capacity's target deployment rate. Finally, the report called for an evaluation of the Capacity's location in consultation with Member States. In 2015/16, the Police Division of DPKO will act on the findings of the evaluation in order to analyse in greater depth and address means to strengthen the operations of the Capacity
The Advisory Committee reiterates its view that UNOAU should further prioritize its travel requirements by making optimal use of its trips to Headquarters (see A/67/848, para. 87) (para. 80)	UNOAU has addressed and prioritized its travel requirements for 2015/16, especially those relating to travel to Headquarters

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee considers that the standard ratios for peacekeeping missions should not be applied to the vehicle holdings of UNOAU, as the Office is located in Addis Ababa, which is a family duty station. While the Committee does not recommend a reduction in the Office's fleet of 25 vehicles for 2014/15, it recommends that UNOAU conduct a review of its holding of vehicles after its co-location with ECA with a view to rationalizing its fleet of vehicles, and that it report the findings of the review in the budget proposal for 2015/16 (para. 82)	UNOAU has reviewed its vehicle requirements and has reduced the number of vehicles from 25 to 17 in the 2015/16 support account budget proposal
The Advisory Committee is of the view that in future budget proposals, the Secretary-General should follow the normal procedures by which general temporary assistance positions that are no longer required in one office should be proposed for abolishment and new positions that are required for another office should be proposed for establishment (para. 90)	The principle has been adhered to in the 2015/16 support account budget proposal
The Advisory Committee questions the need for travel from Headquarters to UNLB to promote, to another United Nations office, the use of technologies for the reduction of greenhouse gases and costs (para. 101 (d))	No such travel is provided for in the 2015/16 support account budget proposal
The Advisory Committee is of the view that visits to the Global and Regional Service Centres should be combined, to the extent possible (para. 101 (e))	The combination of travel has been provided for to the extent possible in the 2015/16 budget proposal for the support account
The Advisory Committee recommends that the General Assembly request the Secretary-General to maintain a record of the number of cases pertaining to peacekeeping operations as part of the composite record of cases reviewed by the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board (para. 103)	The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board maintains records of the number of cases reviewed by the Committee and the Board, and the cases are separated for peacekeeping operations. Information on the number of procurement cases originating at peacekeeping missions was provided to the Field Procurement Liaison Team of DFS
The Advisory Committee notes that the proposed monthly average cost of contractual services representing support for existing information and communications technology applications for the Office of Information and Communications Technology is higher by an amount of $800 in comparison with the Information and Communications Technology Division. In this context, the Committee is of the view that the proposed costs of contractual services of a similar nature utilized by the Office and the Division should be consistent (para. 118)	A number of factors contribute to the differences in the costs of contractual personnel, such as skill requirements, qualifications, years of experience and geographical location, as well as the prevailing market rate and availability in the local market. For example, in New York the market rate for developers with knowledge of SAP and Siebel Software is considerably higher than that for developers with comparable skill sets in other technologies such as Lotus Notes. The work that information technology contractual personnel are performing for OICT is technically different from that carried out by the

Request recommendation	*Action taken to implement request recommendation*
	Information and Communications Technology Division. Thus, the Office and the Division are not in a position to harmonize the costs of contractual services
The Advisory Committee also considers that the information provided to explain the difference between such costs is not sufficiently clear and transparent, and recommends that the General Assembly request the Secretary-General to provide more detailed information in that regard (para. 119)	
While the Advisory Committee has no objection to the proposed redeployment of the post of Chief of the Peacekeeping Audit Service (D-1) from New York to Entebbe as the Head of the Resident Audit Office, it is of the view that the need for a post at a D-1 level should be reviewed in connection with the workload of the Resident Audit Office in Entebbe and the responsibilities of the Head of the Office, and should be reported in the proposed budget for the support account for 2015/16 (para. 124)	According to the Internal Audit Division, the incumbent of the post of Chief of Peacekeeping Audit Service (D-1) is directly responsible for managing and coordinating the work of the resident audit offices in Central and East Africa. This includes managing the audit team in Entebbe (which is also responsible for audit coverage of UNISFA) and those at UNAMID, MONUSCO, UNMISS, UNSOA and MINUSCA. The incumbent is responsible for about 40 staff, including 5 chief resident auditors at the P-5 level who are based at the respective peacekeeping missions. The incumbent is also responsible for identifying resource requirements, managing recruitment and performance, and dealing with budgetary matters

(A/68/782/Add.18)

Request/recommendation	*Action taken to implement request/recommendation*
In paragraph 34 of his note, the Secretary-General states that the financial resource requirements in the amount of $6,114,400 gross ($5,722,100 net) comprise salary and common staff costs for the temporary positions ($4,037,700), official travel ($955,100), facilities and infrastructure ($1,021,000) and communications and information technology ($100,600). The Advisory Committee was informed that the amount of $1,021,000 under facilities and infrastructure would provide for the standard rental of premises ($286,200) and for alterations, improvements and furniture requirements ($725,800), reflecting the non-recurring costs budgeted for new positions, as well as the acquisition of office supplies for the 18 temporary positions at Headquarters ($9,000). The Advisory Committee requests that detailed information regarding the actual expenditure of the past four years for budgeted amounts under the rental of premises be reflected in the Secretary-General's next support account budget submission (para. 29)	Actual expenditures with respect to rental costs for the posts and positions at Headquarters for the past four years are as follows: (a) 2010/11: appropriation, $20,048,200; expenditure, $20,048,200; (b) 2011/12: appropriation, $20,496,400; expenditure, $20,602,160; (c) 2012/13: appropriation, $18,950,900; expenditure, $19,015,410; (d) 2013/14: appropriation, $21,393,500; expenditure, $21,409,400